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ABSTRACT

To help with the curriculum development of college broadcasting programs, a survey was administered to 375 radio station managers in major, medium, and small midwest markets. Designed to establish the vocational needs of radio stations, determine and prioritize entry level broadcasting skills, and identify characteristics of success for long-term industry employees, the survey indicated that higher education broadcasting should give students the following: (1) a well-rounded education with coursework in business and broadcasting; (2) experience at a commercial radio station, possibly through a college internship program; (3) opportunity to develop communication skills; and (4) a program reflecting state-of-the-art broadcasting technology. Underlying the study was the assumption that commercial broadcasters and professional educators must work together to create an effective educational program for people seeking careers in broadcasting. (The survey instrument and results are appended.) (MM)

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A Study for Broadcast Higher Education and Career Placement

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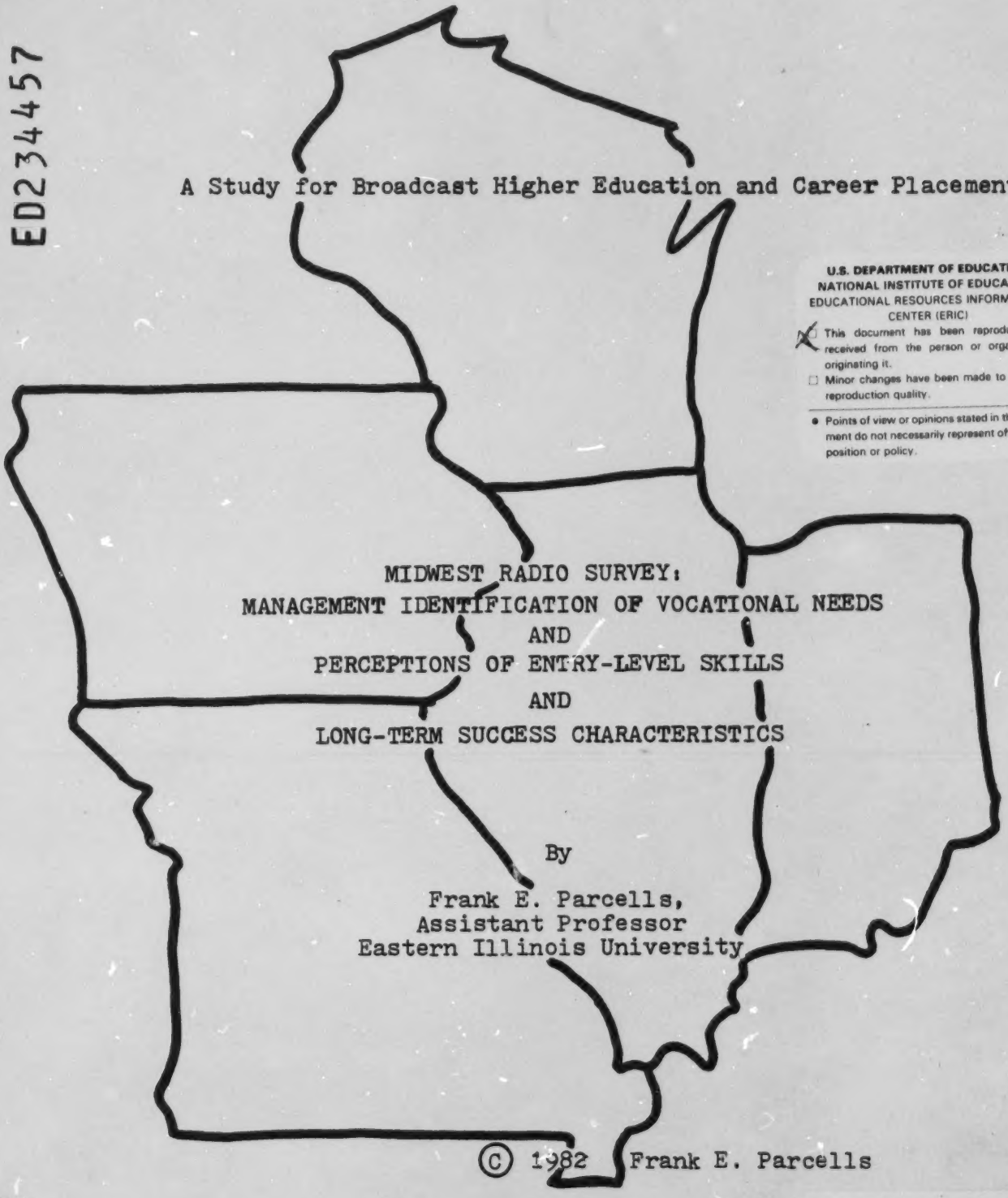

MIDWEST RADIO SURVEY:
MANAGEMENT IDENTIFICATION OF VOCATIONAL NEEDS
AND
PERCEPTIONS OF ENTRY-LEVEL SKILLS
AND
LONG-TERM SUCCESS CHARACTERISTICS

By

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TABLE OF CONTENTS

Title — Page

Broadcast Education's Dilemma: Theory versus Practice....1

- Radio: Historical Background....1
- Growth and Development of Broadcast Education....1
- Broadcast Education: A Practical or Liberal Philosophy....2
- The Controversy of Broadcast Education, 1930s-1970s...3
- The Broadcast Curricular Dilemma: Is there a Solution?....6

Review of Significant Literature....6

Problem and Purpose....10

- Research Questions....11

Method....11

- Methodology....11
- Procedure....12
  - Search for Relevant Literature....12
  - Subjects....13
  - The Questionnaire....15

Organization of the Study....16

Small Market Managers Report and Rank Radio Skills, Characteristics, and Needs....17

- Background Information....17
- Entry-level Skills....18
- Characteristics for Long-term Success....18
- Vocational Needs....20
- Employment Hiring Considerations....23
- Advice for Individuals Desiring Success in Radio....23
- Summary....23

Title Page

Medium Market Managers Report and Rank
Radio Skills, Characteristics, and Needs.....26

Background Information.....26
Entry-level Skills.....27
Characteristics for Long-term Success.....27
Vocational Needs.....30
Employment Hiring Considerations.....31
Advice for Individuals Desiring Success in Radio.....32
Summary.....32

Major Market Managers Report and Rank
Radio, Skills, Characteristics, and Needs.....34

Background Information.....34
Entry-level Skills.....35
Characteristics for Long-term Success.....36
Vocational Needs.....39
Employment Hiring Considerations.....40
Advice for Individuals Desiring Success in Radio.....41
Summary.....42

Analysis and Interpretation:
Comparing Small, Medium, and Major Market
Radio Skills, Characteristics, and Needs.....43

Background Information.....44
Entry-level Skills.....46
Characteristics for Long-term Success.....48
Vocational Needs.....51
Employment Hiring Considerations.....54
Advice for Individuals Desiring Success in Radio.....54

Total Survey Response: Station Managers Report and Rank
Radio Skills, Characteristics, and Needs.....56

Background Information.....56
Entry-level Skills.....57
Characteristics for Long-term Success.....57
Vocational Needs.....60
Employment Hiring Considerations.....62
Advice for Individuals Desiring Success in Radio.....62
Summary.....62

Conclusions: Implications for Broadcast Higher Education.65

Student Placement in Radio.....65
Radio Curriculum and Instruction.....66

Title Page

ENDNOTES....68

BIBLIOGRAPHY....76

APPENDICES....87

A. MIDWEST RADIO SURVEY QUESTIONNAIRE....87

B. FIRST INTRODUCTORY-ORIENTATION LETTER....93

C. SECOND INTRODUCTORY-ORIENTATION LETTER....94

D. MARKETS IN THE MIDWEST RADIO SURVEY....95

E. SMALL MARKET RESPONSES....96

Total Small Market Responses....96
Illinois Small Market Responses....110
Indiana Small Market Responses....121
Iowa Small Market Responses....132
Missouri Small Market Responses....143
Wisconsin Small Market Responses....154

F. MEDIUM MARKET RESPONSES....165

G. MAJOR MARKET RESPONSES....179

H. TOTAL SURVEY RESPONSES....193

LIST OF TABLES

Table		Page
I	MIDWEST RADIO SURVEY POPULATION AND RESPONSES	15
II	SMALL MARKET RADIO STATION ENTRY-LEVEL SKILLS	19
III	SMALL MARKET RADIO STATION LONG-TERM SUCCESS CHARACTERISTICS	21
IV	SMALL MARKET RADIO POSITIONS MOST DIFFICULT TO FILL	22
V	SMALL MARKET RADIO POSITIONS MOST FREQUENTLY FILLED	22
VI	SMALL MARKET RADIO STATION MANAGERS' CRITERIA FOR BROADCASTING SUCCESS	24
VII	MEDIUM MARKET RADIO STATION ENTRY-LEVEL SKILLS	28
VIII	MEDIUM MARKET RADIO STATION LONG-TERM SUCCESS CHARACTERISTICS	29
IX	MEDIUM MARKET RADIO POSITIONS MOST DIFFICULT TO FILL	31
X	MEDIUM MARKET RADIO POSITIONS MOST FREQUENTLY FILLED	31
XI	MEDIUM MARKET RADIO STATION MANAGERS' CRITERIA FOR BROADCASTING SUCCESS	32
XII	MAJOR MARKET RADIO STATION ENTRY-LEVEL SKILLS	37
XIII	MAJOR MARKET RADIO STATION LONG-TERM SUCCESS CHARACTERISTICS	38
XIV	MAJOR MARKET RADIO POSITIONS MOST DIFFICULT TO FILL	40
XV	MAJOR MARKET RADIO POSITIONS MOST FREQUENTLY FILLED	40

Table		Page
XVI	MAJOR MARKET RADIO STATION MANAGERS' CRITERIA FOR BROADCASTING SUCCESS	41
XVII	SMALL, MEDIUM, AND MAJOR MARKET ENTRY-LEVEL RADIO SKILLS COMPARISONS	47
XVIII	SMALL, MEDIUM, AND MAJOR MARKET LONG-TERM SUCCESS CHARACTERISTIC COMPARISONS	49
XIX	COMPARISONS OF SMALL, MEDIUM, AND MAJOR MARKET RADIO POSITIONS MOST DIFFICULT TO FILL AND MOST FREQUENTLY FILLED	52
XX	MIDWEST RADIO SURVEY ENTRY-LEVEL SKILLS	58
XXI	MIDWEST RADIO SURVEY LONG-TERM SUCCESS CHARACTERISTICS	59
XXII	TOTAL SURVEY RADIO POSITIONS MOST DIFFICULT TO FILL	61
XXIII	TOTAL SURVEY RADIO POSITIONS MOST FREQUENTLY FILLED	61
XXIV	MIDWEST RADIO STATION MANAGERS' CRITERIA FOR BROADCASTING SUCCESS	63

Broadcast Education's Dilemma: Theory versus Practice

Radio: Historical Background

Radio in America was born in the early 1900s and was still in its infancy when KDKA (Pittsburgh, Pennsylvania) broadcast the Harding-Cox election results in 1920.[1] The commercial aspirations of many stations were quite obvious by 1925.[2] Recognition of radio's potential to develop into a major industry became apparent to both the print media and the general public by 1930.[3] Radio's tremendous economic growth during the depression solidified this electronic medium's place as a powerful and persuasive source of information, entertainment and advertising in America.[4] Increased fiscal success in broadcasting encouraged a movement of expansion as the number of radio stations in the United States increased by more than nine times in less than five years.[5] This great multiplication created a need for new and capable broadcast employees.[6]

Growth and Development of Broadcast Education

In 1929 only one institution offered a course in radio and no college or university offered a degree in broadcasting.[7] Courses quickly began to develop in major institutions and by 1939 there were 360 schools offering radio courses. One year later in 1940 nearly 525 colleges and universities listed radio courses.[8] Generally, the

courses dealt with radio speaking and, as a result, radio was most frequently placed in the Department of Speech.[9] Eight schools offered a bachelor's degree in broadcasting in the 1930s, while only two offered the master's and the doctor's degree.[10] The tremendous growth of the radio industry was closely followed by the development of radio courses and then broadcasting degrees in colleges and universities.[11] In 1975 more than 200 undergraduate schools offered a bachelor's degree in broadcasting. At the graduate level, 101 institutions offered a master's degree and 27 schools granted doctorates in broadcasting.[12] This great evolution of radio curricula and broadcasting programs was not free from complication and confusion both from within higher education itself and from without by individuals in the commercial broadcast industry.

Broadcast Education: A Practical or Liberal Philosophy

Generally, the issue is considered one of theory versus practice and may be characterized as one where the task of higher education is either to develop basic technical broadcasting skills in students through guided, practical experience or to teach students the theoretical aspects of broadcasting by emphasizing a liberal arts-general education and such areas as research, aesthetic appreciation, ethics, creativity and public service. Traditionally, radio station managers and owners have

been and remain the strongest proponents of the practical-production orientation, while academicians--frequently non-broadcast educators--were historically and continue to be the most significant opponents to this curricular and instructional approach.[13] Niven describes this theoretical-orientation as a liberal philosophy (liberal arts emphasis) and the professional training-orientation as a practical philosophy (professional training emphasis).[14] A variety of individuals have suggested that these two philosophies be merged into a single approach with which to teach broadcasting. Still the theory versus practice dilemma perserveres as the most controversial issue in broadcast higher education.[15]

The Controversy of Broadcast Education, 1930s-1970s

Riley outlined the two most significant criticisms of radio instruction by commercial broadcasters in 1938 as insufficient broadcasting equipment in classrooms and lack of student training through practical experience in radio.[16] In 1944 Hunter suggested a redefinition of the broadcasting curriculum to meet both the demands of the educator and the professional broadcaster. This could be achieved only through employment of competent and experienced instructors; construction of commercially acceptable broadcast equipment for classroom training; and, the availability of an actual broadcast-outlet on which students could gain on-air experience.[17] The Federal Radio Education Committee

published "Standards for College Courses in Radio Broadcasting" in 1945 and emphasized that only talented students should be allowed to complete college studies in broadcasting. Courses in radio should not be offered until the sophomore level, on-air experience should be required of all students, and the broadcast major should be as demanding as any other academic discipline.[18]

Members of the commercial radio industry continued the criticism of broadcast higher education. Claims included the lack of instructor broadcasting experience and ineffective student training in and about professional broadcasting.[19] Aarnes addressed communication educators in 1947 when he stressed the importance of teaching skills and emphasized the inappropriateness of the term "vocational" as applied by many academicians.[20] Haakenson questioned the amount of influence that industry practices should have on teaching of broadcasting in 1958.[21] The 1950s were, primarily, a time of consolidation for radio in higher education. It was during this period that television entered college and university broadcasting programs as a major force and encountered the same dilemma as radio.[22]

In 1962 Willis advocated a general, liberal arts education selected from many subject matter areas for the broadcasting student, while Robbins proposed specific curricular training of the student to meet the needs of the radio industry.[23] Kucera attempted to define the term "professional" as it applied to broadcasting in

1963. He suggested that educators must do more than prepare students to work at radio stations emphasizing the significance of the social function of broadcasting.[24] Commercial broadcasters continued to call for a strong emphasis on experience and for the weeding-out of non-dedicated students by broadcast educators.[25]

In 1970 Wilson echoed industry cries for inclusion of an experiential, production-oriented approach in the broadcasting curriculum.[26] A movement away from this production-skill approach toward a social and behavioral science orientation of broadcast education was advised by Meeske and Shelby.[27] Avery noted in 1975 that the trend in broadcast education was toward a strong theoretical emphasis for both career and non-career students, while Blum called for the use of professional broadcasters as resource instructors.[28] Olson and Dudek endorsed a liberal arts approach to broadcasting instruction in 1976 and, with Wimmer, urged the de-emphasis of the performance-skills orientation.[29] Freeman endorsed the importance of emphasizing social responsibility in the radio/television curriculum, while in 1978 Oliver and Haynes ascertained that practical aspects (i.e., production, sales and business) be stressed in broadcast education.[30] Taylor discovered that commercial broadcasters desired a strong business orientation (i.e., marketing, advertising and management) in the radio-television program.[31]

The Broadcast Curricular Dilemma: Is there a Solution?

While some quandary exists as to which academic department should have the major responsibility for the instruction of broadcasting at the college or university level, independent radio and television departments are becoming increasingly predominant. These departments draw from a historical background based, primarily, in the discipline of speech and speech communication.[32]

The theory versus practice dilemma between the radio/television industry demands and the educational philosophies of many academicians persists as broadcast education moves into the 1980s. It is becoming more and more apparent that this difficulty may be resolved only through a mutual industry-educator effort to identify specific broadcast competencies and integrate these career needs with a broader theoretical base.

Review of Significant Literature for this Study

Five major studies conducted between 1958 and 1976 provide a background for the dimensions of this research effort. These studies are concerned with radio station management preparation, broadcaster's training and industry employment success, vocational needs, and station manager's perceptions of prospective, college educated radio employees.

Linton and Hyden surveyed managers of 268 radio stations in Kansas, Oklahoma, Missouri, Nebraska and Colorado in 1958 to determine average salaries, areas of employment in greatest demand, and management priorities for broadcast training. Only 47 radio stations (19%) responded to inquiries about employee salaries. Engineering salaries ranged from $512.00 to $230.00 per week; announcer salaries extended from $488.00 to $266.00 weekly; and, sales salaries were distributed from $800.00 to $300.00 per week. Sixty-one of the respondents (23%) replied to a question about the areas of greatest shortage for competent and available personnel by identifying sales, announcing and technical engineering positions. Station managers (51 or 19%) identified important areas of preparation for radio employees as small station broadcast experience, a liberal arts college education, and commercial radio practice during college.[33]

In 1974 Abel and Jacobs conducted a national survey of 1,168 radio station managers to determine employee starting salaries, manager demographic information, station format, and preparation for broadcasting careers. Questionnaires were returned by 869 managers for a response rate of 75%. Most announcers and news persons earned between $111.00 and $150.00 per week, while major markets pay more. Most college graduates do not understand the commercial radio industry. News people are assisted in broadcasting by a college journalism background, while sales people

benefit from a college education in business and marketing. Managers believe that announcers need professional-commercial radio experience.[34]

Taylor surveyed 272 radio station managers in 1974 and 83 (31%) responded. The purpose was to assess the quality of a broadcast graduate's training with that graduate's actual performance in the field as perceived by the employer. More than half of the responding managers feel that a college education is particularly helpful in obtaining a job in radio, although over 75% of the respondents give more emphasis to professional broadcast experience in interviews with prospective employees. Managers believe that college training should concentrate on an arts approach emphasizing production, performance and programming (35% of respondents) or a business approach emphasizing marketing, advertising, and business management (51%). Practical experience is considered more important than a college degree and it is often better that a college degree not be in broadcasting.[35]

Wible surveyed Indiana broadcasters in 1975 to determine what broadcast managers and employees think about radio and television academic programs in higher education. Of the 320 respondents, 63 were radio station managers. Sixty-two percent of these station managers (39) have been employed in radio for more than 15 years. Most managers (30 or 48%) became administrators prior to age 30, while 43% of them (27)

became managers between 31 and 40 years of age. The majority of managers (48 or 76%) attended college, but only 15 of them (24%) majored in radio, television or speech. Most respondents had experience in both sales and announcing, prior to becoming a manager. The greatest number of radio stations in Wible's survey (41 or 65%) maintain between 10 and 26 employees on staff, while 18 stations (29%) had fewer than 10 persons on staff.

Station managers ranked in order of importance desirable characteristics for radio staff persons, which include: (1) responsibility and attitude; (2) talent; (3) initiative; (4) experience; and, (5) education. Respondents then identified and rated desirable characteristics of their own college educated, radio personnel. In order of priority, these include: (1) responsibility; (2) knowledge of production techniques; (3) general knowledge of news; (4) talent; (5) general knowledge of Federal Communications Rules; (6) initiative; and, (7) general knowledge of sales. Wible's study provides a framework for developing a cooperative effort between broadcasters and educators for more effective radio and television curriculum and instruction.[36]

In 1976 Oliver and Haynes conducted a nationwide survey of 504 broadcast station managers in the United States with 292 respondents (58%). The study indicated broadcast managements' lack of satisfaction with radio and television education. Three particular areas of dissatisfaction were established and include: (1) commercial orientation; (2)

industry involvement; and, (3) production skills. Managers generally noted that educators did not orient students to function adequately in a commercial broadcast situation and that closer ties between the educators and broadcasters could serve to achieve that objective. A greater emphasis on production skills, sales and business aspects of radio and television was advocated by station managers.[37]

Problem and Purpose

The purpose of this study of major, medium, and small market radio stations is to: (1) establish specific vocational needs; (2) determine and prioritize entry-level broadcast skills; and, (3) identify characteristics of success for long-term industry employees.[38] Vocational needs, entry-level skills, and success characteristics are identified as perceived by midwest commercial radio station managers in Illinois, Indiana, Iowa, Missouri, and Wisconsin.[39] In addition background information on the responding station managers and their radio stations, employer hiring considerations, and advice for individuals desiring success in radio are summarized. The data provide relevant criteria for the evaluation of broadcast higher education programs and serve as a placement instrument for individuals seeking employment in the radio industry. The data are analyzed, summarized, and conclusions drawn

as implications for broadcast higher education.

Research Questions

The primary research question is: what do entry-level skills, long-term success characteristics, and vocational needs identified as perceived by major, medium, and small market midwest radio station managers imply for broadcast higher education? Additional secondary research questions for this study include:

1. What do managers of major, medium, and small market radio stations in the midwest consider to be entry-level skills for news, announcing, and sales employees? What are the station managers' priority rankings of these skills?

2. What do managers of major, medium, and small market radio stations in the midwest identify as characteristics of success for long-term news, announcing, and sales employees? What are the station managers' priority rankings of these characteristics?

3. What are the specific vocational needs of midwest commercial radio stations in major, medium, and small markets?

Method

Methodology

A quantitative method and a descriptive-statistical approach serve as the primary basis of this survey research. Data are summarized, analyzed and interpreted (See Appendix A, p. 87, question numbers 1 through 24.).[40] A qualitative

method and a phenomenologically-oriented approach with a three-step procedure of description, definition (reduction), and interpretation is employed for the open-ended question on advice from responding managers for someone interested in succeeding in radio today (See Appendix A, question number 25, on p. 92.).[41]

Procedure

Search for Relevant Literature. An extensive review of literature revealed adequate resources with which to trace the historical development of the theory-practice dilemma between broadcast managers and educators and plaguing college and university radio/television instruction since the 1930s. The literature proved the importance of this study as an up-to-date and comprehensive effort to ascertain significant radio employment needs and prioritize skills and characteristics of broadcasters.[42]

The review proceeded sequentially, beginning with a computer search of the Educational Resources Information Center system (ERIC) which revealed a substantial number of sources. These documents were referred to either Resources in Education or the Current Index to Journals in Education for complete citations and abstracts.[43] Additional ERIC computer searches, with only slight modifications, verified the first effort and identified additional materials.[44]

Second, a series of communication indices and broadcast

bibliographies were consulted for any dissertations, theses, or journal articles relevant to this study. Many titles were realized.[45] Third, bibliographies and documentation from these materials identified in the literature search revealed additional applicable titles.[46]

Fourth, a comprehensive computer search of Dissertation Abstracts was conducted and provided citations referenced to Dissertation Abstracts with complete annotations. Additional computer searches of this system, one conducted directly through the Dissertation Query Service (DATRIX II) of University Microfilms International, revealed some additional citations.[47]

Fifth, an examination of Education Index divulged no pertinent articles.[48] Finally, an inspection of the Central Card and Special Collections' catalogs at Morris Library (Southern Illinois University at Carbondale) and of the Central Card catalog at Booth Library (Eastern Illinois University at Charleston) disclosed no dissertations, theses, research reports, books, or other relevant literature.[49]

Subjects. This survey solicited station and general managers' perceptions of entry-level skills, vocational needs and success characteristics for radio personnel in the midwest. Rather than employing a randomly-selected sample, this research effort surveyed an entire five-state

area including Illinois, Indiana, Iowa, Missouri, and Wisconsin. This five state area was defined as the midwest for the purposes of this survey.

By consulting the 1980 Broadcasting Yearbook all commercial radio stations in the five states were identified.[50] AM and FM stations, regardless of separate programming, were counted as only one station if owned and operated by the same parent company and employing the same manager. All non-commercial--public and educational--facilities were eliminated from consideration; only commercially-licensed radio stations were surveyed. Managers of 697 radio stations became the population for this midwest radio survey (See Table I on the next page.).[51]

After consulting several Standard Rate and Data Service publications, the 697 radio stations in the five-state survey population were divided into small, medium, and major (large) markets by city of license and, primarily, based upon area population constituting potential audience (See Appendix D, p.95, for a listing of the medium and major markets surveyed and an explanation of the small market population.).[52] There were 103 major market radio stations in 5 cities and four states surveyed, while 91 medium market facilities in 23 cities from all 5 states were polled. The other 503 stations represented small market radio from all 5 states and many cities (See Table I on the next page.).

The overall response rate for this survey was 54% with 375 replies from a survey population of 697 radio station

managers. The small markets had the highest response rate (58%), while the major (large) markets had the lowest (42%). Small market responses by individual states ranged from a high of 66% for Illinois and Wisconsin to a low of 49% for Indiana (See Table I below.).

TABLE I

MIDWEST RADIO SURVEY POPULATION AND RESPONSES

Survey Area	Population	Respondents	Response Rate
Total Markets	697	375	54%
Major Markets	103	43	42%
Medium Markets	91	42	46%
Small Markets	503	290	58%
Illinois	122	80	66%
Indiana	95	47	49%
Iowa	84	44	52%
Missouri	104	54	52%
Wisconsin	98	55	66%

The Questionnaire. Following an extensive review of literature of similar studies and interviews with commercial radio station managers and broadcast educators, an initial questionnaire was formulated.[53] This instrument was administered to 3 radio station managers in Illinois and reviewed further by broadcast educators.[54] Refinements were consolidated and implemented based on station manager responses and educator criticism with the resulting midwest radio survey questionnaire (See Appendix A, p.87, to review this instrument.). This instrument was mailed to the survey population in February of 1981, accompanied by an introductory and orientation letter and a stamped and addressed return envelope (See Appendix B, p.93, for a copy of this first letter.).

The letter explained the purpose of this research study as both to identify current vocational opportunities for students and to establish industry priorities for broadcast higher education; assist other colleges and universities in adjusting their broadcasting programs to better reflect the needs of the broadcast industry (See Appendix B, p.93.). Complete anonymity was guaranteed as it was promised that identities of respondents would not be made public. The importance of only the station manager completing the questionnaire was stressed, since it was imperative that the information all come from a management perspective.

A second mailing of the questionnaire, a stamped and addressed return envelope, and another introductory and orientation letter was mailed in April of 1981 to non-respondents (See Appendix C, p.94, for a copy of this second letter.). This letter stressed the practicality of this research for broadcasters, reiterated the survey's purpose, restated the guarantee of respondent confidentiality and explained that envelope coding would be used only for survey records.

Organization of the Study

This report will be divided into seven major areas including this introductory section dealing with a review of pertinent literature, statement of the problem and purpose,

and method. Second, third and fourth, survey results are presented, discussed and summarized from small, medium, and major market radio station respondents. Fifth, these results are analyzed and interpreted through comparison of data from the three different radio markets. Sixth, results from the total survey (all markets combined) are presented, discussed and summarized. Finally, conclusions are drawn as implications for student placement in radio and for the curriculum and instruction of broadcast higher education.

Small Market Managers Report and Rank Radio Skills, Characteristics, and Needs

Background Information

Most managers (171 or 59%) have been involved in full-time radio station employment for more than 15 years. Many of the respondents (160 or 55%) became station managers between 25 and 34 years of age; 38 managers (13%) before age 25; 17% (49 managers) between 35 and 39 years of age; and, 43 managers (15%) beyond 39 years of age. The greatest number of managers (165 or 58%) have held the administrative post for less than 9 years, while 120 of them (42%) have been managers for more than 9 years. Prior to becoming a station or general manager, the respondents' primary area of radio experience was sales (102 or 35%). However, 94 managers (32%) had radio experience in sales combined with some other area or areas. Most station managers (227

or 78%) attended a college or university and 145 of them (50%) have at least a four-year degree. Most managers agreed (188 or 65%) that their college education had benefited their radio career.

The staff size of small market radio stations ranged from fewer than 5 persons (12 stations or 4%) to more than 25 people (33 stations or 11%) with the largest number of stations (243 or 84%) employing between 5 and 24 individuals (See Appendix E, p.96, for detailed responses.).

Entry-level Skills

Small market respondents ranked in order of priority entry-level radio skills for news, announcing, and sales personnel. On-air delivery ranks most significant for announcers, newswriting most essential for news persons, and marketing technique as most important for sales people. On-air delivery, news gathering, interviewing technique, and typing proficiency of 25 words per minute are considered important skills for news people; the ability to operate broadcast equipment, production technique, and understanding of Federal Communications Commission Rules and Regulations are recognized as essential skills for announcers; and, awareness of competitive media, copywriting, and production technique are deemed necessary for sales persons (See Table II on the next page.).

Characteristics for Long-term Success

Responding managers ranked in order of importance

TABLE II

SMALL MARKET RADIO STATION ENTRY-LEVEL SKILLS[a]

Priority Ranking	News Personnel Entry-level Skills	Mean Value
1	Newswriting	2.41
2	On-air Delivery	2.42
3	News Gathering	2.74
4	Interviewing Technique	4.71
5	25 w.p.m. Typing Proficiency	6.03
6	Ability to Operate Broadcast Equipment	6.06
7	Production Technique	6.32
8	Understanding FCC Rules and Regulations	7.05
9	Awareness of Competitive Media	7.82
10	Knowledge of Ratings	9.51

Priority Ranking	Announcing Personnel Entry-level Skills	Mean Value
1	On-air Delivery	1.20
2	Ability to Operate Broadcast Equipment	2.83
3	Production Technique	3.28
4	Understanding of FCC Rules and Regulations	4.70
5	Copywriting	5.62
6	Awareness of Competitive Media	6.3
7	Broadcast Engineering	6.68
8	25 w.p.m. Typing Proficiency	6.94
9	Knowledge of Ratings	7.47

Priority Ranking	Sales Personnel Entry-level Skills	Mean Value
1	Marketing Technique	2.24
2	Awareness of Competitive Media	2.95
3	Copywriting	3.55
4	Production Technique	5.2
5	Understanding of FCC/FTC Rules and Regulations	5.27
6	25 w.p.m. Typing Proficiency	5.68
7	On-air Delivery	6.70
8	Ability to Operate Broadcast Equipment	6.82

[a]Ordinal, multi-prioritized rankings have been converted to ordinal, single prioritized rankings through the descriptive statistical process of meaning. See Charles H. Backstrom and Gerald Hursh-Cesar, Survey Research, 2nd ed. (New York: John Wiley and Sons, 1981), pp. 341-342; and, Raymond K. Tucker, Richard L. Weaver, and Cynthia Berryman-Fink, Research in Speech Communication (Englewood Cliffs, New Jersey: Prentice-Hall, 1981), pp. 181-182. All categories of "other" responses have been eliminated from tables. See

Appendix E, p.103,for specific listings of managers' "other" responses.

the radio industry characteristics of success or long-term employment for news, announcing and sales personnel. Responsibility/dependability and initiative/dedication ranked as most essential for all radio personnel. News-writing ability is particularly important for news persons; quality of on-air delivery is fundamental for announcers; and, aggressiveness is very significant for sales people (Seee Table III on the next page.).

Announcers employed for a long period of time display a quality production technique, effective operation of broadcast equipment and a willingness to accept constructive criticism. Aggressiveness, quality of on-air delivery, depth of news gathering and community involvement are characteristics of significant importance for news people. Successful sales persons use creative marketing strategies, are knowledgeable of current marketing techniques and are involved in the community (See Appendix E, p. 101 for a comprehensive ranking of small market, long-term success characteristics.).

Vocational Needs

Station managers ranked positions in their radio stations they find most difficult to fill (from most to least difficult) (See Table IV on p. 22.) and those which most frequently (from most to least frequently) must be filled (See Table V on p. 22.). Sales and engineering vocations are the most

TABLE III

SMALL MARKET RADIO STATION
LONG-TERM SUCCESS CHARACTERISTICS[a]

Priority Ranking	News Personnel Long-term Success Characteristics	Mean Value
1	Responsibility and Dependability	2.77
2	Initiative and Dedication	3.66
3	Newswriting Ability	4.66
4	Quality of On-air Delivery	4.88
5	Aggressiveness	5.20
6	Depth of News Gathering	5.50
7	Community Involvement	5.82
8	Willingness to Accept Constructive Criticism	6.3
9	Interviewing Technique Quality	7.28
10	Quality of Production Technique	8.20

Priority Ranking	Announcing Personnel Long-term Success Characteristics	Mean Value
1	Quality of On-air Delivery	2.59
2	Responsibility and Dependability	3.34
3	Initiative and Dedication	3.86
4	Quality of Production Technique	5.21
5	Ability to Operate Broadcast Equipment Effectively	5.27
6	Willingness to Accept Constructive Criticism	5.88
7	Community Involvement	6.49
8	Aggressiveness	7.19
9	Understanding of FCC Rules and Regulations	7.80
10	Broadcast Engineering Knowledge	8.90

Priority Ranking	Sales Personnel Long-term Success Characteristics	Mean Value
1	Responsibility and Dependability	3.16
2	Initiative and Dedication	3.27
3	Aggressiveness	3.34
4	Creativity of Marketing Strategies and Techniques	3.88
5	Knowledge of Current Marketing Techniques	4.73
6	Community Involvement	5.53
7	Depth of Awareness of Competitive Media	6.39
8	Copywriting Ability	6.60
9	Willingness to Accept Constructive Criticism	6.86
10	Understanding FCC & FTC Rules and Regulations	9.04

[a]See Appendix E, p.106, for specific listings of managers' "other" responses which are not included in this table.

difficult to fill and announcing and sales positions must be filled most often. Clerical vocations are the least

difficult to fill and engineering positions are most stable (See Appendix E, p. 102 for a complete listing.).

TABLE IV

SMALL MARKET RADIO POSITIONS MOST DIFFICULT TO FILL[a]

Priority Ranking	Radio Station Vocation	Mean Value
1	Sales	1.68
2	Engineering	2.20
3	News	2.71
4	Announcing	3.28
5	Clerical	4.66

TABLE V

SMALL MARKET RADIO POSITIONS MOST FREQUENTLY FILLED[a]

Priority Ranking	Radio Station Vocation	Mean Value
1	Announcing	1.59
2	Sales	2.33
3	News	2.95
4	Clerical	3.52
5	Engineering	4.38

[a]See Appendix E, p.109 for specific listings of managers' "other" responses which are not included in these tables.

Summaries of average weekly salaries for engineering, news, announcing and sales personnel provide current information on wage conditions in midwest, small market radio stations (See Appendix E, p.97, for complete salary summaries of midwest small market stations.). Most engineers (at 133 stations or 45%) earn between $201.00 and $350.00 per week. Some engineers (at 93 stations or 32%) earn less than $200.00 weekly and many engineers (at 22 stations or 8%) earn more than $350.00 per week. Most announcers (at 234 stations or 81%) and most news people (at 214 stations or 73%) earn between $151.00 and $274.00 weekly. Only 9% of news people (at 25 stations) and 8% of announcers (at 23 stations) earn less than $151.00 per week, whole 12% of news employees (at 33 stations) and 5% of announcers (at 15 stations) earn more than $274.00 a week.

Sixty-four percent of the stations surveyed (184) provide sales personnel with a draw or guaranteed weekly base of earnings of less than $275.00, and 64% of the midwest small market radio sales force (184 stations) have a monthly commission averaging more than $501.00 per individual sales person.

Employment Hiring Considerations

Most station managers (157 or 54%) give serious consideration to a college degree when hiring radio station personnel. However, many radio employers (148 or 51%) give no more consideration to a job applicant who holds a broadcasting degree than to an individual with any other type of college degree. Many station managers (164 or 57%) give more consideration to professional broadcast experience than a college degree, but some (95 managers or 33%) consider both broadcasting experience and a degree equally when hiring employees (See Appendix E, p. 98, for details.).

Advice for Individuals Desiring Success in Radio

Small market station managers responded to an open-ended question with advice for individuals interested in succeeding in radio today (See Appendix E, p.99, for a comprehensive summary of responses.). Major themes from the managers' advice are summarized in Table VI on p. 24.

Summary

Most small market radio station managers (171 or 59%)

TABLE VI

SMALL MARKET RADIO STATION MANAGERS' CRITERIA FOR BROADCASTING SUCCESS[a]

Managers' Advice for Success in Radio
Get a liberal arts college degree with a concentration in marketing, business, and broadcasting.
Gain commercial radio experience while in college.
Learn in a small radio station and work toward a larger radio station.
Set career goals and develop a plan to achieve them.
Gain some understanding of many aspects of radio.
Accept constructive criticism, be willing to learn more and cooperate with co-workers.

[a]See Appendix E, p.97, for a comprehensive listing of all small market radio station managers' advice for success in radio.

have been employed for more than 15 years in the radio industry and were involved in broadcast sales (102 or 35%) prior to assuming an administrative position. Seventy-eight percent of the respondents (227) attended college; 50% of them (145 managers) have at least a four-year degree; and, 65% of the managers (188) agreed that their college education benefited their radio career.

The greatest number of small market, midwest radio stations surveyed (243 or 84%) employ a staff numbering between 5 and 24 individuals.

Responsibility/dependability and initiative/dedication are essential characteristics for all radio personnel. News writing ability is important for news persons; quality of on-air delivery is fundamental for announcers; and, aggressiveness is of particular significance for sales people.

Sales and engineering vocations are the most difficult to fill and announcing and sales positions must be filled most often. Clerical vocations are the least difficult to fill and engineering positions are most stable.

Most engineers (at 133 stations or 45%) earn between $201.00 and $350.00 per week, while most announcers (at 234 stations or 84%) and news persons (at 214 stations or 73%) earn between $151.00 and $274.00 weekly. Many sales personnel (at 184 stations or 64%) draw or are guaranteed weekly base earnings of less than $275.00 and 64% of the midwest, small market sales force (184 stations) have a monthly commission income averaging more than $501.00 per individual sales person.

Station managers (157 or 54%) give serious consideration to job applicants with a college degree, but many radio employers (148 or 51%) give no more consideration to those individuals with a broadcasting degree than to those with other types of college degrees. Respondents (164 managers or 57%) give more consideration to professional broadcasting experience than to a college broadcasting degree when hiring radio personnel.

An individual desiring to succeed in radio should:

> get a liberal arts college degree with a concentration in business (marketing) and broadcasting and gain commercial radio experience while in college. Set career goals and develop a plan to achieve them by learning about many aspects of radio in a small station. Accept constructive criticism, be willing to learn more, and cooperate with co-workers.

Medium Market Managers Report and Rank Radio Skills, Characteristics, and Needs

Background Information

Most managers (21 or 50%) have been engaged in more than 15 years of radio station employment, while 26% (11 managers) have spent between 10 and 15 years working in radio on a full time basis. Many of the respondents (20 or 48%) became station managers between 35 and 45 years of age; 17 managers (40%) between 25 and 34 years of age; 10% (4 managers) before age 25; and, only 1 manager (2%) after age 45. The greatest number of station managers (32 or 75%) have held the administrative post less than 9 years, while only 10 of them (24%) have been managers for more than 9 years. Prior to becoming a station or general manager, the respondents' primary area of radio experience was sales (23 managers or 55%). Most station managers (37 or 88%) attended a college or university and 21 of them (49%) hold a bachelor's degree or higher. The majority of managers agreed (29 or 69%) that their college education had benefited their radio career.

The staff size of medium market stations ranged from fewer than 5 persons (1 station or 2%) to over 24 individuals (15 stations or 35%) with the largest number of stations (25 or 60%) employing between 5 and 24 persons (See Appendix F, p.165,for detailed responses.).

Entry-level Skills

Medium market respondents ranked in order of priority entry-level radio skills for news, announcing and sales personnel. On-air delivery ranks most important for announcers, newswriting is considered essential for news persons, and marketing technique is most important for sales people. On-air delivery, news gathering and interviewing technique are considered significantly important skills for news personnel; ability to operate broadcast equipment, production technique, and understanding of Federal Communications Commission Rules and Regulations are recognized as essential skills for announcers; and, awareness of competitive media, copywriting and production technique are deemed necessary for sales persons (See Table VII on p. 28.). Knowledge of ratings for news persons, broadcast engineering for announcers, and on-air delivery for sales people are the skills considered least important (See Appendix F, p.169,for complete prioritized rankings of medium market, entry-level skills.).

Characteristics for Long-term Employment

Responding managers ranked, in order of importance, the radio industry characteristics of success or long-term employment for news, announcing and sales personnel. Responsibility/dependability and initiative/dedication ranked highly in all three areas. Newswriting ability is important for news persons; quality of on-air delivery

TABLE VII

MEDIUM MARKET RADIO STATION ENTRY-LEVEL SKILLS[a]

Priority Ranking	News Personnel Entry-level Skills	Mean Value
1	Newswriting	2.13
2	On-air Delivery	2.27
3	News Gathering	2.91
4	Interviewing Technique	4.5
5	Ability to Operate Broadcast Equipment	4.97
6	Production Technique	5.67
7	25 w.p.m. Typing Proficiency	6.00
8	Awareness of Competitive Media	7.45
9	Understanding of FCC Rules and Regulations	7.47
10	Knowledge of Ratings	9.09

Priority Ranking	Announcing Personnel Entry-level Skills	Mean Value
1	On-air Delivery	1.05
2	Ability to Operate Broadcast Equipment	2.94
3	Production Technique	3.03
4	Understanding of FCC Rules and Regulations	4.94
5	Copywriting	5.56
6	Awareness of Competitive Media	5.91
7	Knowledge of Ratings	6.35
8	25 w.p.m. Typing Proficiency	7.35
9	Broadcast Engineering	11.65

Priority Ranking	Sales Personnel Entry-level Skills	Mean Value
1	Marketing Technique	1.77
2	Awareness of Competitive Media	2.79
3	Copywriting	4.25
4	Production Technique	5.13
5	Understanding of FCC/FTC Rules and Regulations	5.57
6	25 w.p.m. Typing Proficiency	6.30
7	Ability to Operate Broadcast Equipment	6.60
8	On-air Delivery	7.48

[a]See Appendix F, p.172, for specific listings of managers' "other" responses which are not included in this table.

is essential for both announcers and news persons; and,

aggressiveness is of particular significance for sales people (See Table VIII below,).

TABLE VIII

MEDIUM MARKET RADIO STATION
LONG-TERM SUCCESS CHARACTERISTICS[a]

Priority Ranking	News Personnel Long-term Success Characteristics	Mean Value
1	Responsibility and Dependability	3.12
2	Quality of On-air Delivery	4.51
3	Newswriting Ability	4.79
4	Initiative and Dedication	5.03
5	Aggressiveness	5.90
6	Community Involvement	6.06
7	Depth of News Gathering	6.67
8	Willingness to Accept Constructive Criticism	6.97
9	Interviewing Technique Quality	7.00
10	Depth of Awareness of Competitive Media	8.06

Priority Ranking	Announcing Personnel Long-term Success Characteristics	Mean Value
1	Quality of On-air Delivery	1.94
2	Responsibility and Dependability	2.83
3	Initiative and Dedication	4.36
4	Community Involvement	5.08
5	Quality of Production Technique	5.70
6	Ability to Operate Broadcast Equipment Effectively	5.73
7	Willingness to Accept Constructive Criticism	6.24
8	Aggressiveness	6.67
9	Copywriting Ability	9.44
10	Depth of Awareness of Competitive Media	10.00

Priority Ranking	Sales Personnel Long-term Success Characteristics	Mean Value
1	Aggressiveness	2.76
2	Initiative and Dedication	3.07
3	Responsibility and Dependability	3.39
4	Creativity of Marketing Strategies and Techniques	4.16
5	Community Involvement	5.11
6	Knowledge of Current Marketing Techniques	5.28
7	Willingness to Accept Constructive Criticism	6.65
8	Depth of Awareness of Competitive Media	7.50
9	Copywriting Ability	7.96
10	Quality of Production Technique	10.27

[a]See Appendix F, p.175, for specific listings of managers' "other" responses which are not included in this table.

Long-term employed announcers display a quality production technique, community involvement, and the ability to operate broadcast equipment effectively. Aggressiveness, community involvement and depth of news gathering are significant characteristics for news people. Successful sales persons use creative and current marketing techniques, and are involved in the community. A willingness to accept constructive criticism is important for success in all three areas (See Appendix F, p.170,for a comprehensive ranking of medium market, long-term success characteristics.).

Vocational Needs

Station managers ranked positions in their radio stations they find most difficult to fill (from most to least difficult) (See Table IX on p. 31.) and those which most frequently must be filled (from most to least frequently) (See Table X on p. 31.). Sales and engineering vocations are the most difficult to fill and announcing and sales positions must be filled most often. News positions are the least difficult to fill and the engineering vocation is most stable (See Appendix F, p.171,for a complete listing.).

Summaries of average weekly salaries for engineering, news, announcing, and sales personnel provide current information of wage conditions in midwest, medium market radio stations (See Appendix F, p.166,for complete salary

TABLE IX

MEDIUM MARKET RADIO POSITIONS MOST DIFFICULT TO FILL[a]

Priority Ranking	Radio Station Vocation	Mean Value
1	Engineering	2.05
2	Sales	2.23
3	Announcing	3.00
4	Clerical	4.71
5	News	7.33

TABLE X

MEDIUM MARKET RADIO POSITIONS MOST FREQUENTLY FILLED[a]

Priority Ranking	Radio Station Vocation	Mean Value
1	Announcing	1.50
2	Sales	2.33
3	Clerical	3.00
4	News	3.09
5	Engineering	4.62

[a]See Appendix F, p.178, for specific listings of managers' "other" responses which are not included in these tables.

summaries of midwest, medium market stations.). Most engineers (at 21 stations or 50%) earn between $201.00 and $350.00 per week. Some engineers (at 5 stations or 12%) earn less than $200.00 weekly and many engineers (at 9 stations or 21%) earn more than $350.00 per week. Most announcers (at 37 stations or 89%) and news persons (at 33 stations or 78%) earn between $151.00 and $350.00 per week, while only 4% (2 stations) of news people and 7% (3 stations) of announcers earn more and none of them earn less.

Fifty-seven percent of the stations (24) provide sales personnel with a draw or guaranteed weekly base earnings of less than $275.00, and 60% of the midwest, medium market radio sales force (25 stations) have a monthly commission income averaging more than $801.00 per individual sales person.

Employment Hiring Considerations

Most station managers (28 or 67%) give serious

consideration to a job applicant with a college degree, but many radio employers (28 or 67%) give no more consideration to a degree in broadcasting than to any other college degree when hiring radio station personnel. Many station managers (30 or 71%) give more consideration to professional broadcast experience than to a college degree in broadcasting (See Appendix F, p.167, for details.).

Advice for Individuals Desiring Success in Radio

Station managers responded to an open-ended question with advice for individuals interested in succeeding in radio today (See Appendix F, p.168, for a comprehensive summary of responses.). Major themes from the managers' advice are summarized in Table XI below.

TABLE XI

MEDIUM MARKET RADIO STATION MANAGERS' CRITERIA FOR BROADCASTING SUCCESS[a]

Managers' Advice for Success in Radio
Get a liberal arts background in college with concentrations in business, marketing and radio.
Work at or gain experience at a commercial radio station while in college.
Set specific goals for your radio career.
Learn skills and gain experience in a small radio station and then move to larger stations.
Learn a variety of radio skills as a beginner.
Learn about people and be flexible in expectation of dfferent stations.

[a]See Appendix F, p.168, for a comprehensive listing of all small market radio station managers' advice for success in radio.

Summary

Most medium market radio station managers (21 or 50%)

have been engaged in more than 15 years of full-time radio station employment and were involved in broadcast sales (23 or 55%) prior to assuming an administrative position. Eighty-eight percent of the respondents (37) attended college; 49% of them (21 managers) hold a bachelor's degree or higher; and, 69% of the managers (29) agreed that their radio career had benefited from their college education.

The greatest number of medium market, midwest radio stations surveyed (25 or 60%) employ a staff numbering between 5 and 24 persons.

Entry-level skills include on-air delivery as most important for announcers, newswriting as essential for news persons, and marketing technique as imperative for sales people.

Responsibility/dependability and initiative/dedication are essential characteristics for employment success for all radio personnel. Newswriting ability is important for news persons; quality of on-air delivery is essential for both announcers and news persons; and, aggressiveness is of particular significance for sales people.

Sales and engineering vocations are most difficult to fill and announcing and sales positions must be filled most often. News positions are the least difficult to fill and the engineering vocation is most stable.

Most engineers (at 21 stations or 50%) earn between $201.00 and $350.00 per week, while most announcers (at 37

stations or 89%) and news persons (at 33 stations or 78%) earn between $151.00 and $350.00 per week. Many sales personnel (at 24 stations or 57%) draw or are guaranteed weekly base earnings of less than $275.00, and 60% of the midwest medium market radio sales force (25 stations) have a monthly commission income averaging more than $801.00 per individual sales person.

Station managers (28 or 67%) give serious consideration to a job applicant with a college degree, but many radio employers (28 or 67%) give no more consideration to a broadcasting degree than to any other college degree. Respondents (30 managers or 71%) give more consideration to professional broadcast experience than a college degree when hiring radio station personnel.

An individual desiring to succeed in radio should:

> get a liberal arts background in college with concentrations in business (marketing) and radio and work at a commercial radio station at the same time. Set specific goals for the radio career and learn a variety of skills by gaining experience in a small radio station before moving to a larger station. Understand people and be flexible in expectations of different radio stations.

Major Market Managers Report and Rank Radio Skills, Characteristics, and Needs

Background Information

Most of the managers (26 or 60%) have spent more than 15 years in full time radio station employment, while 21%

(9 managers) have been working in radio between 10 and 15 years. The majority of respondents (19 or 44%) became a station or general manager between 30 and 39 years of age, while 12 individuals (28%)became managers both before age 30 and after age 39. Most respondents (21 or 49%) have been a radio station manager for less than 5 years; many (12 managers or 28%) have held a management position between 6 and 15 years; and, only 10 of them (23%) have been managers for more than 15 years. Prior to becoming a station or general manager, the respondent's primary area of radio experience was in sales (24 or 56%). Most station managers (40 or 93%) attended a college or university and 32 of them (74%) hold at least a bachelor's degree. Most managers concurrent (38 or 88%) that their college education had benefited their radio career.

The staff size of midwest major market radio stations surveyed ranged from fewer than 13 persons (11 stations or 25%) to more than 40 persons (10 stations or 23%) with the greatest number of stations (22 or 51%) employing between 14 and 40 individuals (See Appendix G, p.179, for detailed responses.).

Entry-level Skills

Major market respondents ranked in order of priority entry-level radio skills for news, announcing, and sales personnel. On-air delivery skills rank most important for news persons and announcers, while marketing technique

is considered imperative for radio sales persons. Newswriting, news gathering, and interviewing technique are important skills for news persons; production technique, ability to operate broadcast equipment, and understanding of Federal Communications Commission Rules and Regulations are recognized as essential skills for announcers; and, awareness of competitive media, copywriting and understanding of FCC and Federal Trade Commission Rules and Regulations are considered necessary for announcers (See Table XII on p. 37.). Awareness of competitive media for news personnel, a typing proficiency of 25 words per minute for announcers, and on-air delivery for sales persons were skills considered least important (See Appendix G, p.183, for a complete prioritized ranking of major market entry-level skills.).

Characteristics for Long-term Success

Responding managers ranked, in order of importance, the radio industry characteristics of success or long-term employment for news, announcing and sales personnel. Responsibility/dependability and initiative/dedication rank among the top three characteristics for all three areas. Newswriting ability is noteworthy for news persons; quality of on-air delivery is essential for announcers; and, aggressiveness is imperative for sales people (See Table XIII on p. 38.).

TABLE XII

MAJOR MARKET RADIO STATION ENTRY-LEVEL SKILLS[a]

Priority Ranking	News Personnel Entry-level Skills	Mean Value
1	On-air delivery	1.87
2	Newswriting	2.50
3	News Gathering	3.33
4	Interviewing Technique	3.86
5	Production Technique	5.56
6	Ability to Operate Broadcast Equipment	5.88
7	25 w.p.m. Typing Proficiency	6.18
8	Understanding of FCC Rules and Regulations	6.52
9	Awareness of Competitive Media	7.76

Priority Ranking	Announcing Personnel Entry-level Skills	Mean Value
1	On-air delivery	1.12
2	Production Technique	2.87
3	Ability to Operate Broadcast Equipment	2.96
4	Understanding of FCC Rules and Regulations	4.75
5	Awareness of Competitive Media	5.45
6	Copywriting	5.88
7	Broadcast Engineering	5.91
8	Knowledge of Ratings	6.13
9	25 w.p.m. Typing Proficiency	7.71

Priority Ranking	Sales Personnel Entry-level Skills	Mean Value
1	Marketing Technique	1.29
2	Awareness of Competitive Media	2.39
3	Copywriting	3.10
4	Understanding of FCC/FTC Rules and Regulations	3.81
5	Production Technique	5.06
6	25 w.p.m. Typing Proficiency	6.38
7	Ability to Operate Broadcast Equipment	6.81
8	On-air Delivery	7.43

[a]See Appendix G, p.186, for specific listings of managers' "other" responses which are not included in this table.

Successful sales personnel use creative and current

TABLE XIII

MAJOR MARKET RADIO STATION
LONG-TERM SUCCESS CHARACTERISTICS[a]

Priority Ranking	News Personnel Long-term Success Characteristics	Mean Value
1	Responsibility and Dependability	2.86
2	Initiative and Dedication	3.13
3	Newswriting Ability	3.42
4	Quality of On-air Delivery	4.20
5	Aggressiveness	4.52
6	Depth of News Gathering	5.95
7	Interviewing Technique Quality	6.12
8	Community Involvement	6.44
9	Willingness to Accept Constructive Criticism	6.89
10	Quality of Production Technique	9.72

Priority Ranking	Announcing Personnel Long-term Success Characteristics	Mean Value
1	Quality of On-air Delivery	1.64
2	Responsibility and Dependability	3.42
3	Initiative and Dedication	4.00
4	Willingness to Accept Constructive Criticism	4.95
5	Quality of Production Technique	5.65
6	Ability to Operate Broadcast Equipment Effectively	5.68
7	Community Involvement	6.08
8	Aggressiveness	6.35
9	Understanding of FCC Rules and Regulations	6.95
10	Copywriting Ability	8.40

Priority Ranking	Sales Personnel Long-term Success Characteristics	Mean Value
1	Initiative and Dedication	2.96
2	Aggressiveness	3.18
3	Responsibility and Dependability	3.19
4	Creativity of Marketing Strategies and Techniques	3.71
5	Knowledge of Current Marketing Techniques	4.24
6	Depth of Awareness of Competitive Media	5.38
7	Willingness to Accept Constructive Criticism	5.89
8	Community Involvement	7.00
9	Copywriting Ability	7.73
10	Understanding of FCC & FTC Rules and Regulations	8.53

[a]See Appendix G, p. 189, for specific listings of managers' "other" responses which are not included in this table.

marketing techniques and strategies, are aware of competitive

media and are willing to accept constructive criticism. Quality of on-air delivery, aggressiveness, news gathering ability and the quality of interviewing technique are significant characteristics for successful news people. Announcers employed for a long time in the radio industry are perceived by station managers as willing to accept constructive criticism, displaying a quality production technique, and capable of operating broadcast equipment effectively (See Appendix G, p.184,for a comprehensive ranking of major market long-term success characteristics.).

Vocational Needs

Station managers ranked positions in their radio stations they find most difficult to fill (from most to least difficult) (See Table XIV on p. 40.) and those which most frequently must be filled (from most to least frequent) (See Table XV on p. 40.). Sales and announcing vocations are the most difficult to fill and must be filled most often. Clerical positions are the least difficult to fill and engineering vocations are the most stable (See Appendix G, p. 185,for a complete listing.).

Summaries of average weekly salaries for engineering news, announcing, and sales personnel provide current information of wage conditions in midwest major market radio stations (See Appendix G, p. 180,for complete salary summaries of midwest, major market stations.). Most engineers (at 16 stations or 37%) earn between $275.00 and $424.00

TABLE XIV

MAJOR MARKET RADIO POSITIONS MOST DIFFICULT TO FILL[a]

Priority Ranking	Radio Station Vocation	Mean Value
1	Sales	1.73
2	Announcing	2.59
3	Engineering	2.83
4	News	3.12
5	Clerical	4.04

TABLE XV

MAJOR MARKET RADIO POSITIONS MOST FREQUENTLY FILLED[a]

Priority Ranking	Radio Station Vocation	Mean Value
1	Sales	1.61
2	Announcing	2.13
3	Clerical	2.27
4	News	3.50
5	Engineering	4.04

[a]See Appendix G, p. 192, for specific listings of managers' "other responses which are not included in these tables.

per week. Some engineers (at 8 stations or 19%) earn less than $274.00 weekly and many engineers (13 stations or 20%) earn $425.00 or more per week. Announcing and news personnel earnings are quite evenly distributed. However, a greater number of stations pay announcers more than $425.00 per week (12 stations or 28%). Most of these employees earn either between $201.00 and $274.00 weekly (announcers: 12 stations or 28%; news persons: 11 stations or 26%) or between $275.00 and $424.00 weekly (announcers: 11 stations or 26%; news persons: 12 stations or 28%).

Twenty-one percent of the stations (9) provide sales personnel with a draw or guaranteed weekly base earnings of between $274.00 and $350.00 weekly. In addition, 65% of the midwest major market radio sales force (38 stations) have a monthly commission income averaging more than $801.00 per individual sales person.

Employment Hiring Considerations

Most station managers (33 or 77%) give serious

consideration to a job applicant with a college degree, but many radio employers (28 or 65%) give no more consideration to a job applicant with a degree in broadcasting than to one with any other type of college degree. Many station managers (24 or 56%) give more consideration to professional broadcast experience than to a college degree when hiring radio personnel. However, 14 employers (33%) consider both professional broadcast experience and a college degree in broadcasting equally when hiring individuals (See Appendix G, p.181,for details.).

Advice for Individuals Desiring Success in Radio

Station managers responded to an open-ended question with advice for individuals interested in succeeding in radio today (See Appendix G, p.182,for a comprehensive summary of responses.). Major themes from the managers' advice are summarized in Table XVI below.

TABLE XVI

MAJOR MARKET RADIO STATION MANAGERS' CRITERIA FOR BROADCASTING SUCCESS[a]

Managers' Advice for Success in Radio
Get a liberal arts background in college with concentrations in marketing and broadcasting.
Gain experience at a commercial radio station while in college
Formulate a definite career plan with specific goals.
Learn skills in a small radio market and then move to bigger radio stations.
Gain as much experience as possible in all facets of radio before choosing a specialty area in which to concentrate.
Be conscientious, dedicated and willing to learn on the job.

[a]See Appendix F, p.182, for a comprehensive listing of all small market radio station managers' advice for success in radio.

Summary

Most major market radio station managers (26 or 60%) have spent more than 15 years in full time radio station employment and were engaged in broadcast sales (24 or 56%) prior to assuming an administrative position. Ninety-three percent of the respondents (40) attended college; 74% of them (32 managers) hold a bachelor's degree or higher; and, 88% of the managers (38) agreed that their radio career benefited from their college education.

The largest number of major market, midwest radio stations surveyed (22 or 51%) employ a staf numbering between 14 and 40 individuals.

On-air delivery skills are most important for announcers and news persons, while marketing technique is considered imperative for radio sales persons.

Responsibility/dependability and initiative/dedication are essential characteristics for employment success for all radio personnel, while quality of on-air delivery is fundamental for announcers and aggressiveness important for sales personnel.

Sales and announcing positions are the most difficult to fill and must be filled most often. Clerical positions are the least difficult to fill and engineering positions are the most stable.

Most engineers (at 16 stations or 37%) earn between $275.00 and $424.00 per week, while most news personnel and announcers (at 23 stations or 54%) earn between $201.00 and $424.00 weekly. Many sales personnel (at 9 stations or 21%) draw or are guaranteed weekly base earnings of between $275.00 and $350.00. Most of the midwest, major market sales force (at 38 stations or 65%) average a monthly commission income of more than $801.00 per individual sales person.

Station managers (33 or 77%) give serious consideration to job applicants with a college degree, but many radio employers (28 or 65%) consider a degree in broadcasting no more favorably than any other type of college degree. Respondents (24 or 56%) give more consideration to professional broadcast experience than a college degree in broadcasting when hiring radio station personnel.

An individual desiring to succeed in radio should:

> get a liveral arts background in college with concentrations in marketing and broadcasting and gain experience at a commercial radio station while in school. Formulate a definite career plan with specific goals and begin by learning skills in all areas of radio in a small market and then moving to bigger radio stations. Always be conscientious, dedicated, and willing to learn on the job.

Analysis and Interpretation: Comparing Small, Medium, and Major Market Radio Skills, Characteristics, and Needs

Before summarizing the results of the total survey

and concluding with implications for broadcasting higher education, it seems appropriate to review the data through analysis and interpretation by comparing responses from small, medium and major market, midwest radio stations.

Background Information

The largest number of managers in all three markets (small: 171 or 59%; medium: 21 or 50%; and, major: 26 or 60%) have been employed on a full time basis in radio for more than 15 years. Most small market respondents (160 or 55%) assumed a station management position at a younger age (between 25 and 34 years of age) than their medium and major market administrative peers. A majority of major market managers (19 or 44%) undertook station administrative duties between 30 and 39 years of age, while 48% of the medium market respondents (20 managers) accepted the supervisory role between 35 and 45 years of age. The majority of small (165 or 58%) and medium market (32 or 75%) station managers have held the position less than 9 years, while most major market administrators (21 or 49%) have held the post less than 5 years. Prior to becoming a station or general manager, most respondents' (small: 102 or 35%; medium: 23 or 55%; and, major: 24 or 56%) primary area area of radio experience was in sales. This suggests that most managers are quite experienced in broadcasting, have held the management position for quite a long time, and are relatively young. Sales is the area

of broadcasting from which the industry draws most station or general managers.

The greatest number of station managers (small: 227 or 78%; medium: 37 or 88%; and, major: 40 or 93%) attended a college or university and most of them (small: 145 or 50%; medium: 21 or 49%; and, major: 32 or 74%) have at least a bachelor's degree. The majority of managers (small: 188 or 65%; medium: 29 or 69%; and, major: 38 or 88%) concur that their college education has benefited their radio career. The significance of a college degree is apparent for movement beyond the fundamental areas of broadcasting into a management career. Further, most managers recognize that a college degree clearly was a benefit during their radio careers. This suggests that a college degree provides a competitive edge for individuals in the commercial radio industry.

Staff size numbers between 5 and 24 persons for most small (243 stations or 84%) and medium (25 stations or 60%) market stations. However, staff size for the largest number of major market stations (22 or 51%) is between 14 and 40 persons. As expected, smaller stations have smaller staffs than larger radio stations. However, the small staff size of the lower end of the major market staff range is much smaller than would be expected. This may or may not be indicative of economy measures by reduction of the total number of employees in radio stations (or the stabilization by not replacing retiring or resigned positions).

Entry-level Skills

Responding station managers in small, medium, and major markets ranked in order of priority entry-level radio skills for news announcing, and sales personnel (See Appendix E, p. 100;F, p.169;G, p.183;and, Table XVII on p. 47.).

Small and medium market managers rated newswriting (1) and then on-air delivery (2) as the most important skills for news personnel, but major market managers reversed that emphasis. Respondents in all three markets concurred in the prioritizing of news gathering (3) and interviewing technique (4) as fundamental for news persons. Some disagreement between managers in the various markets existed as to the rank order of priority for the remaining entry-level news skills. However, ability to operate broadcast equipment, production technique, and a typing proficiency of 25 words per minute all ranked within the top seven skills rated for news personnel.

There was overall agreement between respondents in all three markets that on-air delivery (1) ranks as an imperative skill for announcers. Ability to operate broadcast equipment (2) was ranked next by medium and small market managers followed by production technique (3), while major market managers reversed the priority for these announcing skills. This reversal by larger stations may be the result of engineers operating much of the broadcast equipment. Managers in all three markets considered

TABLE XVII

SMALL, MEDIUM, AND MAJOR MARKET ENTRY-LEVEL RADIO SKILLS COMPARISONS[a]

News Personnel Entry-level Skills	Market Priority Rankings Major	Medium	Small	Total Survey
Newswriting	2	1	1	2
On-air Delivery	1	2	2	1
News Gathering	3	3	3	3
Interviewing Technique	4	4	4	4
Ability to Operate Broadcast Equipment	6	5	6	5
Production Technique	5	6	7	7
25 w.p.m. Typing	7	7	5	6

Announcing Personnel Entry-level Skills	Market Priority Rankings Major	Medium	Small	Total Survey
On-air Delivery	1	1	1	1
Ability to Operate Broadcast Equipment	3	2	2	2
Production Technique	2	3	3	3
Understanding of FCC Rules and Regulations	4	4	4	4
Copywriting	6	5	5	5
Awareness of Competitive Media	5	6	6	6
Broadcast Engineering	7	9	7	7

Sales Personnel Entry-level Skills	Market Priority Rankings Major	Medium	Small	Total Survey
Marketing Technique	1	1	1	1
Awareness of Competitive Media	2	2	2	2
Copywriting	3	3	3	3
Understanding of FCC/FTC Rules and Regulations	4	5	5	5
Production Technique	5	4	4	4
25 w.p.m. Typing	6	6	6	6
Ability to Operate Broadcast Equipment	7	7	8	7

[a]See Appendix E, p.103; F, p.172; and, G, p.186, for specific listings of managers' "other" responses which are not included in this table.

understanding of Federal Communications Commission Rules and Regulations (4) as essential for announcing personnel. Other skills identified as fundamental for announcers include copywriting, awareness of competitive media, and broadcast engineering. This suggests that, in addition to the traditional production skill areas of radio announcing (on-air delivery, operation of broadcast equipment, and

production technique) station managers are concerned with broadcast law (FCC Rules and Regulations) knowledge in announcing personnel.

Managers in all three markets rate marketing technique, awareness of competitive media and copywriting as the most important skills for radio sales people. The largest number of small and medium market responses emphasize understanding of FCC and Federal Trade Commission Rules and Regulations (5), followed by production technique (4) as necessary sales skills. However, most major market managers reversed this order. This may suggest less concern for broadcast sales people to be knowledgeable regarding broadcast-advertising law due to copywriter and other individuals assuming such responsibility. Respondents from all markets expressed additional sales skill preferences for typing proficiency of 25 words per minute and the ability to operate broadcast equipment.

Characteristics for Long-term Success

Responding station managers in small, medium, and major markets ranked, in order of importance, the radio industry characteristics of success or long-term employment for news, announcing, and sales personnel (See Appendix E, p.101; F, p.170; and, G, p.184. See also Table XVIII on p. 49.).

Responsibility/dependability (1) ranks as the most important characteristic of radio news success by managers in all three markets. Small and major market respondents

TABLE XVIII

SMALL, MEDIUM, AND MAJOR MARKET LONG-TERM SUCCESS CHARACTERISTIC COMPARISONS[a]

News Personnel Long-term Success Characteristics	Market Priority Rankings Major	Medium	Small	Total Survey
Responsibility and Dependability	1	1	1	1
Initiative and Dedication	2	4	2	2
Newswriting Ability	3	3	3	3
Quality of On-air Delivery	4	2	4	4
Aggressiveness	5	5	5	5
Depth of News Gathering	6	7	6	6
Community Involvement	8	6	7	7

Announcing Personnel Long-term Success Characteristics	Market Priority Rankings Major	Medium	Small	Total Survey
Quality of On-air Delivery	1	1	1	1
Responsibility and Dependability	2	2	2	2
Initiative and Dedication	3	3	3	3
Quality of Production Technique	5	5	4	4
Ability to Operate Broadcast Equipment Effectively	6	6	5	5
Willingness to Accept Constructive Criticism	4	7	6	6
Community Involvement	7	4	7	7

Sales Personnel Long-term Success Characteristics	Market Priority Rankings Major	Medium	Small	Total Survey
Responsibility and Dependability	3	3	1	1
Initiative and Dedication	1	2	2	2
Aggressiveness	2	1	3	3
Creativity of Marketing Strategies	4	4	4	4
Knowledge of Current Marketing Techniques	5	6	5	5
Community Involvement	8	5	6	6
Depth of Awareness of Competitive Media	6	8	7	7

[a]See Appendix E, p.106; F, p.175; and, G, p. 189, for specific listings of managers' "other" responses which are not included in this table.

emphasize initiative/dedication (2) as next in importance, while medium market station managers stress quality of on-air delivery (2) as fundamental for long-term radio news employment. Small and major market managers rate quality of on-air delivery (4) as important too. Newswriting ability (3) is a skill stressed by respondents in all three markets as imperative. Station managers in all markets

identify aggressiveness, depth of news gathering, and community involvement as necessary entry-level skills for news personnel.

Managers in all three markets identify quality of on-air delivery (1), responsibility/dependability (2), and initiative/dedication (3) as the most important announcing skills. There is little agreement among respondents from different markets on the priority order of the remaining skills for radio announcing. However, managers in all three markets rank quality of production technique, ability to operate broadcast equipment effectively, a willingness to accept constructive criticism, and community involvement as among the top-seven entry-level announcing radio skills.

First priority rankings of success characteristics for radio sales persons include: small market managers selection of responsibility/dependability (1); major market managers identification of initiative/dedication (1); and, medium market managers rating of aggressiveness (1). All of these success characteristics appeared consistently in the first three priority positions for respondents in all three markets. Managers in all markets concurred by selecting creativity of marketing technique (4) as a fundamental characteristic for long-term sales employment. While some prioritizing disagreement existed between managers from the different-sized markets, knowledge of current marketing techniques, community involvement, and

awareness of competitive media are recognized as important success characteristics for broadcast sales persons by respondents in all markets.

The success characteristics identified by managers in all three markets for all personnel suggest the importance of good interpersonal communication skills as essential for long-term broadcast industry employment. Further, the significance of knowledge in advertising and marketing for sales persons is obvious. Both of these areas extend beyond the more traditional production and journalistic skills or communication theory educational boundaries for radio personnel.

Vocational Needs

Station managers in small, medium, and major markets ranked positions in their radio stations they find most difficult to fill (from most to least difficult) and those which most frequently must be filled (from most to least frequent)(See Table XIX on p. 52.).

Small and major market station managers find sales positions most difficult to fill, while the engineering vocation is the most problematic for medium market respondents. Major market managers find announcing and engineering positions quite difficult to fill; medium market managers have some problems filling sales and announcing openings; and, small market managers have difficulty

filling engineering and news positions. This does not suggest a lack of numbers of applicants for these positions. Rather, it indicates broadcast managements' dissatisfaction with the quality of the applicants skills and competencies in commercial radio. Clerical positions are the least difficult to fill, except for most medium market respondents who identified the news vocation as the least problematic.

TABLE XIX

COMPARISONS OF SMALL, MEDIUM, AND MAJOR MARKET RADIO POSITIONS MOST DIFFICULT TO FILL AND MOST FREQUENTLY FILLED[a]

Radio Station Positions Most Difficult to Fill	Rankings by Market* Major	Medium	Small	Total Survey
Sales	1	2	1	1
Engineering	3	1	2	2
News	4	5	3	3
Announcing	2	3	4	4
Clerical	5	4	5	5
Radio Station Positions Most Frequently Filled	**Rankings by Market* Major**	**Medium**	**Small**	**Total Survey**
Announcing	2	1	1	1
Sales	1	2	2	2
News	4	4	3	3
Clerical	3	3	4	4
Engineering	5	5	5	5

*Positions are ranked from most difficult or most frequently to least difficult or least frequently.

[a]See Appendix E, p.109; F, p.178; and, G, p.192, for specific listings of managers' "other" responses which are not included in this table.

Small and medium market managers report that announcing positions must most frequently be filled, while major market respondents identify the sales vocation as the one with the most consistent employee turnover. Sales and announcing positions are the two vocations which must most frequently

be filled. Engineering positions are most stable in all markets.

Most engineers in major markets (at 16 stations or 37%) earn between $275.00 and $424.00 weekly, while those in medium (at 21 stations or 50%) and small (at 33 stations or 45%) markets earn between $201.00 and $350.00 per week. Average salaries for the majority of news employees in small markets (at 214 stations or 73%) range from $151.00 to $274.00 weekly, while medium markets (33 stations or 78%) extend the range slightly ($151.00 to $350.00 per week) and major markets (23 stations or 54%) begin at a higher rate ($201.00) and extend weekly wages still farther to $424.00. Most announcers in small markets (234 or 81%) earn between $151.00 and $274.00 weekly; medium markets (37 or 89%) pay slightly higher weekly wages ($151.00 to $350.00); and, major markets raise the minimum pay ($201.00) and greatly extend the maximum weekly wage ($424.00).

The largest number of sales personnel have a guaranteed weekly draw or salary of less than $275.00 (184 stations in small markets or 64% and 24 stations in medium markets or 57%). Only some major markets (9 stations or 21%) guarantee sales personnel a greater weekly draw of between $275.00 and $350.00. The great majority of the midwest medium market (25 stations or 60%) and major market (38 stations or 65%) stations have a monthly commission income averaging more than $801.00 per individual sales person, while small market sales people (at 184 stations or

64%) average monthly commission income beginning at $501.00 per sales person (See Appendix E, p.97; F, p.166;and, G, p. 180,for specific listings of salary summaries for news, announcing, engineering and sales personnel from all markets.).

As expected, personnel at larger radio stations earn higher salaries than those at smaller stations. However, medium market stations pay quite comparable salaries for sales employees.

Employment Hiring Considerations

A majority of station managers in all markets (small: 157 or 54%; medium: 28 or 67%; and, major: 33 or 77%) give serious consideration to a college degree when interviewing job applicants. However, most station managers (small: 148 or 51%; medium: 28 or 67%; and, major: 28 or 65%) give no more consideration to a broadcasting degree than to any other type of college degree. Professional broadcast experience is considered more important than a college broadcasting degree by most station managers (small: 164 or 57%; medium: 30 or 71%; and, major: 24 or 56%) when hiring radio station personnel.

Advice for Individuals Desiring Success in Radio

Station managers' responses to an open-ended question advising individuals interested in succeeding in radio today provide a succinct definition of essential preparation for a radio career (See Advice for Individuals Desiring

Success in Radio, p. 99; p. 168; and, p. 182.).

Managers stressed the importance of a liberal arts college degree with concentrations in business (marketing) and broadcasting. This suggests the necessity of a well-rounded education in an industry where versatility is valued highly. Specifically, coursework in business--in particular marketing--and broadcasting are adviced. Managers place significant emphasis on experience when hiring radio station personnel and the importance of experience at a commercial radio station during college is a necessity. Station managers emphasize that this means working at a commercial radio facility and not at a campus or college radio station. The campus station may provide training and serve an important function, but it is no substitute for professional broadcast experience.

Learning many facets of radio is stressed by managers and it is suggested that this experience be gained first in a small market station. As part of this learning, it is important to set specific goals and develop an individual career plan to achieve these objectives. Specialization is recommended only after acquiring a wide understanding of all facets of commercial radio.

Station managers stress the importance of personal motivation and interpersonal communication skills. A willingness to continue to learn, cooperate with co-workers, and to be conscientious and dedicated on the job are imperative qualities for success in broadcasting. The

willingness to accept constructive criticism is also stressed.

Total Survey Response: Station Managers Report and Rank Radio Skills, Characteristics, and Needs

Background Information

A large majority of the managers (218 or 58%) have been engaged in full-time radio station employment for more than 15 years and became station managers between 25 and 34 years of age (194 or 52%). Most respondents (211 or 56%) have held a broadcast management position for more than 6 years, but many managers (164 or 44%) have held such an administrative post between 2 and 5 years. Prior to becoming a manager, the respondents' primary area of radio experience was in sales (149 or 40%) with 29% (or 109) of other managers' past broadcasting experience in combined areas with sales. Most station managers (304 or 81%) attended a college or university and 198 of them (53%) hold at least a bachelor's degree. Overall, the managers agreed (255 or 68%) that their college education benefited their radio career.

The staff size of midwest radio stations ranges from fewer than 5 persons to more than 40 employees (both at 17 stations or 4%). The greatest number of stations (227 or 77%) employ between 5 and 24 individuals (See Appendix H, p. 193, for detailed responses.).

Entry-level Skills

Responding managers ranked in order of priority the entry-level radio skills for news, announcing, and sales personnel. On-air delivery skills rank as most important for both news and announcing personnel and as least significant for sales personnel. Marketing technique rates first priority for sales persons. Newswriting, news gathering, and interviewing skills are emphasized as important for news persons; production technique and copywriting skills are recognized as essential for broadcast announcers; and, the ability to operate broadcast equipment is imperative for announcers and important for news persons (See Table XX on p. 58.). An understanding of Federal Communications Commission Rules and Regulations is considered necessary for radio announcers. Awareness of competitive media, copywriting, production technique, and an understanding of FCC and Federal Trade Commission Rules and Regulations are highly rated skills for sales personnel (See Appendix H, p.197,for a complete prioritized ranking of the total survey entry-level skills.).

Characteristics for Long-term Success

Responding managers ranked, in order of importance, the radio industry characteristics of success or long-term employment for news, announcing and sales personnel. Responsibility/dependability and initiative/dedication are rated as essential characteristics for success in all

TABLE XX

MIDWEST RADIO SURVEY ENTRY-LEVEL SKILLS[a]

Priority Ranking	News Personnel Entry-level Skills	Mean Value
1	On-air Delivery	2.33
2	Newswriting	2.42
3	News Gathering	2.83
4	Interviewing Technique	4.59
5	Ability to Operate Broadcast Equipment	5.95
6	25 w.p.m. Typing Proficiency	6.09
7	Production Technique	6.26
8	Understanding of FCC Rules and Regulations	6.96
9	Awareness of Competitive Media	7.86
10	Knowledge of Ratings	9.49

Priority Ranking	Announcing Personnel Entry-level Skills	Mean Value
1	On-air Delivery	1.20
2	Ability to Operate Broadcast Equipment	2.84
3	Production Technique	3.19
4	Understanding FCC Rules and Regulations	4.39
5	Copywriting	5.68
6	Awareness of Competitive Media	6.29
7	Broadcast Engineering	6.56
8	Knowledge of Ratings	7.25

Priority Ranking	Sales Personnel Entry-level Skills	Mean Value
1	Marketing Technique	1.59
2	Awareness of Competitive Media	2.91
3	Copywriting	3.55
4	Production Technique	5.26
5	Understanding of FCC/FTC Rules and Regulations	5.35
6	25 w.p.m. Typing Proficiency	5.72
7	Ability to Operate Broadcast Equipment	6.69
8	On-air Delivery	8.2

[a]See Appendix H, p. 200, for specific listings of managers' "other" responses which are not included in this table.

three areas of radio employment, while the quality of on-air

delivery ranks as the first priority for announcing personnel (See Table XXI below.).

TABLE XXI

MIDWEST RADIO SURVEY
LONG-TERM SUCCESS CHARACTERISTICS[a]

Priority Ranking	News Personnel Long-term Success Characteristics	Mean Value
1	Responsibility and Dependability	2.93
2	Initiative and Dedication	3.68
3	Newswriting Ability	4.52
4	Quality of On-air Delivery	4.63
5	Aggressiveness	5.17
6	Depth of News Gathering	5.54
7	Community Involvement	5.8
8	Willingness to Accept Constructive Criticism	6.92
9	Interviewing Technique Quality	7.09
10	Understanding of FCC Rules and Regulations	9.0

Priority Ranking	Announcing Personnel Long-term Success Characteristics	Mean Value
1	Quality of On-air Delivery	2.31
2	Responsibility and Dependability	2.88
3	Initiative and Dedication	3.92
4	Quality of Production Technique	5.27
5	Effective Operation of Broadcast Equipment	5.34
6	Willingness to Accept Constructive Criticism	5.84
7	Community Involvement	6.34
8	Aggressiveness	7.10
9	Understanding of FCC Rules and Regulations	7.79
10	Copywriting Ability	8.81

Priority Ranking	Sales Personnel Long-term Success Characteristics	Mean Value
1	Responsibility and Dependability	3.18
2	Initiative and Dedication	3.25
3	Aggressiveness	3.26
4	Creativity of Marketing Strategies and Techniques	4.14
5	Knowledge of Current Marketing Techniques	4.47
6	Community Involvement	5.31
7	Depth of Awareness of Competitive Media	6.25
8	Willingness to Accept Constructive Criticism	6.71
9	Copywriting Ability	7.55
10	Understanding of FCC & FTC Rules and Regulations	8.96

[a]See Appendix H, p. 203, for specific listings of managers' "other" responses which are not included in this table.

Successful sales personnel are aggressive, utilize creative and current marketing strategies and techniques, are involved in the community, and have an awareness of competitive media. Newswriting ability, a quality on-air delivery, aggressiveness, news gathering ability, and community involvement are important characteristics for a successful news person. Announcers employed for a long time in the radio industry are perceived by managers as effective operators of broadcast equipment, displaying a quality production technique, and as being willing to accept constructive criticism (See Appendix H, p. 198, for comprehensive rankings of long-term success characteristics.).

Vocational Needs

Responding managers ranked vocations in their radio stations in terms of the positions they find most difficult to fill (from most to least difficult)(See Table XXII on p. 61.) and those which most frequently must be filled (from most to least frequent)(See Table XXIII on p. 61.). Sales and engineering positions are the most difficult to fill, while announcing and sales positions must be filled most often. Clearical vocations are the least difficult to fill and engineering positions remain the most stable (See Appendix H, p.199,for a complete listing.).

Summaries of average weekly salaries for engineering, news, announcing, and sales personnel provide current

TABLE XXII

TOTAL SURVEY RADIO POSITIONS MOST DIFFICULT TO FILL[a]

Priority Ranking	Radio Station Vocation	Mean Value
1	Sales	1.75
2	Engineering	2.38
3	News	2.75
4	Announcing	3.18
5	Clerical	4.61

TABLE XXIII

TOTAL SURVEY RADIO POSITIONS MOST FREQUENTLY FILLED[a]

Priority Ranking	Radio Station Vocation	Mean Value
1	Announcing	1.63
2	Sales	2.27
3	News	3.00
4	Clerical	3.35
5	Engineering	4.37

[a]See Appendix H, p.206, for specific listings of managers' "other" responses which are not included in these tables.

information of wage conditions in midwest radio stations (See Appendix H, p.194, for complete salary summaries of all midwest radio stations.). Twenty-seven percent of engineers in the survey (101) earn $200.00 or less per week. Most engineers (166 or 44%) earn between $201.00 and $350.00 weekly, with only a few engineers (41 or 14%) earning more than $351.00 weekly. Most news personnel (253 or 68%) and announcers (274 or 73%) earn between $151.00 and $274.00 per week. Only 61 news persons (16%) and 53 announcers (15%) earn more, while only 27 news people (7%) and 24 announcing personnel (6%) earn less.

Forty percent of the stations (148) provide sales personnel with a draw or guaranteed weekly base earnings of between $151.00 and $274.00. However, most sales people (172 or 47%) average monthly commission earnings of between $501.00 and $1,500.00. Twenty-one percent of the midwest radio sales force (at 77 stations) have a monthly commission income averaging more than $1,500.00 per person, while 24% (at 91 stations) earn less than $500.00 per

individual sales person a month in average commission.

Employment Hiring Considerations

Most station managers (218 or 58%) give serious consideration to a job applicant with a college degree, but many radio employers (204 or 54%) do not give any more consideration to an individual with a degree in broadcasting than to another person with any other type of college degree. Fifty-eight percent of the managers (218) give more consideration to professional broadcast experience than to a college degree (3 or 1% prefer a college degree) when hiring radio station personnel. However, 119 radio employers (32%) consider both professional broadcast experience and a college degree in broadcasting equally when hiring employees (See Appendix H, p.195, for details.).

Advice for Individuals Desiring Success in Radio

Station managers responded to an open-ended question with advice for individuals interested in succeeding in radio today (See Appendix H, p.196, for a comprehensive summary of responses.). Major themes from the managers' advice are summarized in Table XXIV on p. 63.

Summary

Most radio station managers (218 or 58%) have been involved with radio on a full time basis for more than 15

TABLE XXIV

MIDWEST RADIO STATION MANAGERS' CRITERIA FOR BROADCASTING SUCCESS[a]

Managers Advice for Success in Radio
Get a liberal arts degree in college with concentrations in marketing, business and broadcasting.
Gain experience at a commercial radio station while in college.
Learn about many facets of radio, beginning in a small station and then moving to a bigger station.
Specialize in some area of radio only after experiencing many aspects of radio.
Formulate a definite career plan with specific goals.
Be willing to accept constructive criticism, always desire to learn more, and try to cooperate with co-workers.

[a]See Appendix H, p.196, for a comprehensive listing of all midwest radio station managers' advice for success in radio.

years and were engaged in broadcast sales (149 or 40%) prior to assuming an administrative broadcast position. Eight-one percent of the respondents (304) attended a college or university; 53% of them (198 managers) hold a bachelor's degree or more; and, 68% of the managers (255) concurred that their radio career benefited from their college education.

The greatest number of midwest radio stations surveyed (227 or 77%) employ a staff numbering between 5 and 24 individuals.

On-air delivery skills are most important for announcers and news persons, while marketing technique is most necessary for sales persons.

Responsibility/dependability and initiative/dedication

are essential characteristics for long-term employment in radio for all personnel, while quality of on-air delivery is particularly significant for announcers.

Sales and engineering positions are the most difficult to fill, while announcing and sales positions must be filled most often. Clerical positions are the least difficult to fill and engineering positions are most stable.

Most engineers (at 166 stations or 44%) earn between $201.00 and $350.00 weekly, while news personnel (at 253 stations or 68%) and announcers (at 274 stations or 73%) earn between $151.00 and $274.00 per week. Many sales persons (at 148 stations or 40%) draw or are guaranteed weekly base earnings of between $151.00 and $274.00 and the midwest radio sales force (at 172 stations or 47%) average a monthly commission income of between $501.00 and $1,500.00 per individual sales person.

Station managers (218 or 58%) give serious consideration to job applicants with a college degree, but many radio employers (204 or 54%) give no more serious consideration to a boradcasting degree than to any other type of college degree. Respondents (218 or 58%) give more consideration to professional broadcast experience than to a college degree in broadcasting when hiring radio station personnel.

An individual desiring to succeed in radio should:

> obtain a liberal arts college degree with concentrations in marketing (business) and radio and gain work experience at a commercial radio station while attending school. Initial learning should involve

all facets of radio and occur at a small station first with later specialization or movement to a bigger station. It is important to formulate a definite career plan with specific goals. A successful broadcaster will demonstrate a willingness to accept constructive criticism, always learn more, and cooperate with co-workers.

Conclusions: Implications for Broadcast Higher Education

The results of this midwest radio survey of small, medium and major market station managers suggest some serious challenges for broadcast higher educators, as well as essential basic information for students seeking careers in radio. Based on the data presented, conclusions are drawn as implications for student placement in radio and for the curriculum and instruction of broadcast higher education.

Student Placement in Radio

The following conclusions summarize the results of this study in terms of student preparation and placement in broadcast careers.

1. A career in radio engineering is the most stable vocation for a qualified individual in the broadcast industry.
2. The greatest need for personnel in the commercial radio industry is for qualified announcers and sales people. Qualified assumes responsibility, dedication, and a willingness to accept constructive criticism, in addition to the more traditionally-articulated broadcast skills (i.e., production

skills). For sales persons, an understanding and knowledge of business is considered very important (particularly marketing and advertising).

3. A sales career is the area of radio from which most broadcast managers emerge and to whom the higher salaries are paid.

4. The highest paying radio positions are in sales, with engineers paid more than news persons or announcers. Larger markets do, of course, pay higher salaries than smaller markets.

5. A college degree is important for broadcasters, but that degree does not necessarily mean a major in radio and television. Broadcasters recommend a well-rounded education (a liberal arts degree) with coursework in business (particularly in marketing) and broadcasting.

6. Experience at a commercial radio station during college is essential. Station managers consider professional broadcast experience more important than a degree in broadcasting when hiring radio personnel. This means at a commercially-licensed radio station and not a college or campus radio facility!

7. Station managers believe that students interested in radio careers should learn about all areas of radio and not over-specialize in any particular aspect of broadcasting during training. However, it is important to develop a definite career plan with specific goals.

8. Interpersonal communication skills are essential for continued success in radio. Specifically stressed aspects include the ability to accept constructive criticism, cooperation with co-workers, responsibility, dedication, and personal motivation.

Radio Curriculum and Instruction

The conclusions which follow summarize the results of this research project as they apply to the curriculum and instruction of broadcast higher education.

1. An internship program which guarantees student access to supervised experience at a commercial radio station and involves professional broadcasters is an essential part of any radio curriculum.

2. Cooperation with Business Departments to provide students interested in broadcasting with adequate exposure to marketing and advertising training is important. Further, a cooperative relationship between these departments may produce other positive results for the radio and television curriculum.

3. The significance of communication skills, beyond the traditional production and theory orientation of broadcast higher education, is essential in the training of broadcasters. Of particular importance to the broadcast curriculum is the area interpersonal communication.

4. The placement of less emphasis on a great number of prescribed production-oriented courses and a greater concentration on a well-rounded education is an important future direction for broadcast education.

5. Radio curriculum and instruction should cover many facets of commercial radio and not provide an opportunity for students to specialize (to any significant degree) in any one area while in training. Specialization should arise from professional, commercial radio experience.

6. Consistent updating of broadcast programs and courses based upon the changing technology and needs of the industry is imperative.

An assumption underlying all implications of this study for broadcast higher education is the importance of the development of a good rapport between commercial radio station managers and broadcast higher educators. This is a challenge to both parties to move beyond past dilemmas and to work together in creating an effective educational program for individuals seeking careers in broadcasting.

ENDNOTES

[1]While there remain many well-documented claims to the title of first American radio station, it is generally accepted that KDKA was the first radio station, commercially licensed by the government, to begin and continue broadcasts in the United States. See Erik Barnouw, Tower of Babel: A History of Broadcasting in the United States, Volume I--to 1933 (New York: Oxford University Press, 1966), p. 4; Eugene S. Foster, Understanding Broadcasting, 2nd ed. (Reading, Massachusets: Addison-Wesley, 1982), pp. 56-69; and, Christopher H. Sterling and John M. Kittross, Stay Tuned: A Concise History of American Broadcasting (Belmont, California: Wadsworth, 1978), pp. 18-62. See also Lawrence W. Lichty and Malachi C. Topping, eds., American Broadcasting: A Source Book on the History of Radio and Television (New York: Hastings House, 1975).

[2]Broadcast advertising was first conceptualized as a way of promoting the sales of radio receivers by Westinghouse. The Corporation operated KDKA, providing information and entertainment for the public and, in turn, believed the public would purchase Westinghouse radios to listen to KDKA. WEAF in New York, operated by American Telephone and Telegraph, broadcast the first commercially-sponsored programming in 1922, which consisted of a ten minute real estate advertisement. Many stations observed the success of the larger stations who accepted more and more sponsorship advertising and produced greater and greater profits. Gradually the concept of advertising as a financial base for broadcasting became accepted by more and more stations until, by 1925, it was an industry standard. See Barnouw, pp. 105-114; Foster, p. 69; and, Sterling and Kittross, pp. 59-71. See also Lichty and Topping.

[3]The earlier fears of many newspapers regarding the competitive effect of radio broadcasting were, in part, realized as an increasing number of readers spent great amounts of time by the radio. However, for the most part, they also read the newspaper. Radio flourished, primarily as an entertainment medium. See Sterling and Kittross, pp. 79-93, 124-125, and 132-135. See also Lichty and Topping.

[4]Broadcasting profits continually increased during the Depression years. In many cases, radio station advertising growth was greater between 1929 and 1933 than later. See Barnouw, pp. 235-145; Foster, pp. 74-75; and, Sterling and Kittross, pp. 112-114. See also Lichty and Topping.

[5]The number of radio stations in the United States increased from 76 in July of 1922 to 732 in March of 1927. See Barnouw, p. 91 and 209. For an example of later radio station growth, see Foster, p. 90.

[6]There are nearly 6,000 AM and FM, commercial and non-commercial radio stations operating in the United States today. See Broadcasting/Cable Yearbook 1982 (Washington, D.C.: Broadcasting Publications, Inc., 1982).

[7]See Harold Niven, "The Development of Broadcasting Education in Institutuons of Higher Education," Journal of Broadcasting, 5, No. 2 (1961), pp. 241-255; and, Leslie Smith, "Education for Broadcasting, 1929-1963," Journal of Broadcasting, 8, No. 4 (1964), pp. 383-384.

[8]See Richard C. Brand, "The Status of College and University Instruction in Radio Training," Quarterly Journal of Speech, 28, No. 2 (1942), pp. 156-160; Niven; Smith; and, Harry M. Williams, "The Status of Courses in Radio," Quarterly Journal of Speech, 38, No. 5 (1949), pp. 329-333.

[9]See Sydney W. Head and Leo A. Martin, "Broadcasting and Higher Education: A New Era," Journal of Broadcasting, 1, No. 1 (1956/57), pp. 39-45; Sherman Lawton, "The Principles of Radio Speaking," Quarterly Journal of Speech, 16, No. 3 (1930), pp. 255-277; Donald W. Riley, "The Place for Radio in the Speech Curriculum Today," Quarterly Journal of Speech, 24, No. 4 (1938), pp. 622-627; and, Harold Weiss, "Implementing a Radio Course," Quarterly Journal of Speech, 32, No. 3 (1946), pp. 335-339.

[10]See Niven; and, Smith.

[11]The growth and development of broadcasting education was recorded by Niven in surveys of American colleges and universities from 1956 through 1975. See Harold F. Niven: "Colleges and Universities Offering Coursework in Radio and Television," Journal of Broadcasting, 1, No. 1 (1956/57), pp. 97-110; "Colleges and Universities Offering Course Work in Radio and Television, 1957-1958," Journal of Broadcasting, 2, No. 2 (1958), pp. 163-178; "Fourth Annual Survey of Colleges and Universities Offering Course Work

in Radio and Television, 1959," Journal of Broadcasting, 3, No. 4 (1959), pp. 353-380; "Fifth Annual Survey of Colleges and Universities Offering Coursework in Radio and Television, 1959-1960," Journal of Broadcasting, 4, No. 4 (1960), pp. 339-354; "Sixth Survey of Colleges and Universities Offering Courses in Broadcasting, 1960-1961," Journal of Broadcasting, 6, No. 1 (1961/1962), pp. 59-74; "Seventh Survey of Colleges and Universities Offering Courses in Broadcasting, 1961-1962," Journal of Broadcasting, 7, No. 1 (1962/1963), pp. 69-86; "Eighth Annual Survey of Colleges and Universities Offering Courses in Broadcasting, 1962-1963," Journal of Broadcasting, 8, No. 1 (1963/1964), pp. 63-86; "Ninth Survey of Colleges and Universities Offering Courses in Broadcasting, 1964-1965," Journal of Broadcasting, 9, No. 1 (1964/1965), pp. 55-80; "Tenth Survey of Colleges and Universities Offering Courses in Broadcasting, 1965-1966," Journal of Broadcasting, 10, No. 3 (1966), pp. 229-256; "Eleventh Survey of Colleges and Universities Offering Courses in Broadcasting, 1967-1968," Journal of Broadcasting, 13, No. 1 (1968/1969), pp. 69-100; "Twelfth Survey of Colleges and Universities Offering Courses in Broadcasting, 1969-1970," Journal of Broadcasting, 14, No. 3 (1970), pp. 337-376; "Thirteenth Survey of Colleges and Universities Offering Courses in Broadcasting, 1971-1972," Journal of Broadcasting, 16, No. 3 (1972), pp. 331-370; and, "Fourteenth Survey of Colleges and Universities Offering Courses in Broadcasting," Journal of Broadcasting, 19, No. 4 (1975), pp. 453-495. See also Dale N. Anderson, "An Analysis of the Radio-Television Training Programs in Institutions of Higher Education," Diss. Michigan State University 1960; Robert J. DeSanto, "A Study of Undergraduate Mass Communication Programs in the United States," Diss. University of Northern Colorado 1971; Bruce A. Linton and Victor Hyden, Jr., "Broadcasting in the Midwest: A Vocational Survey," Journal of Broadcasting, 3, No. 1 (1958/1959), pp. 45-53; Harrison B. Summers, "Instruction in Radio and Television in 25 Selected Universities," Journal of Broadcasting, 2, No. 4 (1958), pp. 351-368; Tracy F. Tyler, "An Appraisal of Radio Broadcasting in the Land-Grant Colleges and State Universities," Diss. Columbia University 1933; and, Forest L. Whan, "Colleges and Universities Offering Degrees in Radio and TV: An Analysis," Journal of Broadcasting, 1, No. 3 (1957), pp. 278-283.

[12]Niven, "Fourteenth Survey...."

[13]For an excellent discussion, in the form of a historical summation, on the theory versus practice issue of broadcast instruction in higher education, see Smith, pp. 384-395.

[14]See Niven, "The Development...," pp. 247-249.

[15]For example Roberd D.B. Carlisle, "Poor Reception for Broadcast Graduates," Change, 8, No. 3 (1976), pp. 50-53; Edward T. Funkhouser, "A Study of the Job-Related Goals of Those Entry-Level Positions in Broadcasting as Perceived by Students of Broadcasting, Broadcast Educators, and Station Managers," Diss. Ohio University 1979; J. Paul Salois, "Prefers H.S. Grads," Feedback, 18 (1977), pp. 14-16; James S. Taylor, "Broadcast Education as a Career Preparation--How Good is It?" Central States Speech Journal, 27, No. 1 (1976), pp. 50-69; and, Robert K. Tiemens, "The Battle for the Broadcast Curriculum," Western Journal of Speech Communication, 39, No. 3 (1975), pp. 184-190.

[16]Riley, pp. 622-627.

[17]Charles F. Hunter, "The Radio Planning Course," Quarterly Journal of Speech, 36, No. 2 (1950), pp. 209-213.

[18]Federal Radio Education Committee, "Professional Training for Radio in College Courses," Quarterly Journal of Speech, 31, No. 3 (1945), pp. 338-340.

[19]See George C. Biggar, "What the Radio Station Manager Expects of the College," Quarterly Journal of Speech, 33, No. 2 (1947), pp. 196-201; and, John W. Tinnea, "A Radio Station Manager to Teachers of Speech," Quarterly Journal of Speech, 33, No. 3 (1947), pp. 334-335.

[20]Hal Aarnes, "Training for Radio," Southern Speech Journal, 13, No. 1 (1947), pp. 14-20.

[21]Robert Haakenson, "How Much Should Industry Practices Influence our Teaching of Broadcasting," Central States Speech Journal, 9, No. 2 (1958), pp. 15-20.

[22]See Walter B. Emery, "The Current Status of Educational Television," Quarterly Journal of Speech, 34, No. 1 (1953), pp. 173-186; Elwood A. Krestinger, "Television Training: Liberal Arts Versus Professional School," Quarterly Journal of Speech, 43, No. 2 (1957), pp. 175-178; and, Ross Scanlan, "Television and Departments of Speech," Quarterly Journal of Speech, 30, No. 2 (1944), pp. 140-143. For additional articles from the 1950s on this issue, see Dave I. Berkman, "The Undergraduate Curriculum in Broadcasting: An Annotated Bibliography," Journal of Broadcasting, 6, No. 3 (1962), pp. 269-278.

[23]See Buren Robbins, "Specific Broadcast Training for the Student," Journal of Broadcasting, 6, No. 4 (1962), pp. 344-348; and, Edgar E. Willis, "A General University Education for the Broadcasting Student," Journal of Broadcasting, 6, No. 4 (1962), pp. 340-344.

[24]Goeffrey Z. Kucera, "Professional Education for Broadcasting," Journal of Broadcasting, 7, No. 2 (1963) pp. 123-133.

[25]Roland V. Tooke, "The Future of Students in Broadcasting," Journal of Broadcasting, 6, No. 4 (1962), pp. 360-362.

[26]George P. Wilson, Jr., "A Production-Oriented Curriculum," Educational Television, 2, No. 10 (1970), pp. 14-17.

[27]See Milan D. Meeske, "Teaching Radio-Television in a Department of Communication," Educational Broadcasting Review, 6 (1972), pp. 219-223; and, Maurice E. Shelby, "Television and Radio as Social and Behavioral Sciences: A Revolution," Educational Broadcasting Review, 3 (1975), pp. 21-23.

[28]See Robert K. Avery, "Where We've Been and Where We're Going (or need to go) in Broadcast Education," Public Telecommunications, 3 (1976), pp. 32-35; and, Richard A. Blum, "Utilizing Professionals in Broadcast Education," unpublished paper, 1975 (ERIC: ED 115297).

[29]See Lee J. Dudek, "Pragmatic Proposals for Professional Pedagogy in Education for Broadcasting," unpublished paper, 1975 (ERIC: ED 118090); Thomas O. Olson, "Broadcast Education Need Re-Emphasis on Liberal Arts," Feedback, 18 (1976), pp. 1-4; and, Roger D. Wimmer, "An Approach to Teaching Radio Broadcasting," Communication Education, 25, No. 2 (1976), pp. 172-174.

[30]See Douglas N. Freeman, "Teaching Mass Communication: Instruction Regarding the Social Influence of the Media," Communication Education, 27, No. 1 (1978), pp. 1-8; and, William J. Oliver and Richard B. Haynes, "What Radio and TV Managers Want in the Broadcast Curriculum," Communication Education, 27, No. 3 (1978), pp. 228-234.

[31]James S. Taylor, "Broadcast Education as Career Preparation--How Good is It?" Central States Speech Journal, 27, No. 1 (1976), pp. 59-69.

[32]See Melvin Allen, "Radio Announcing: A New Speech Technique," Southern Speech Journal, 4, No. 2 (1938), pp. 32-35; Robert J. Greene, "Broadcasting: Does It Belong in the Department of Speech? Traditional Concepts in Speech and Broadcasting," unpublished paper, 1973 (ERIC: ED 085795); Meeske, pp. 219-223; Niven, "The Development...;" Peter B. Orlik, "Teaching Broadcast Speech," Speech and Drama, 23, No. 1 (1974), pp. 16-19; Riley, pp. 622-627; Scanlan, pp. 140-143; Smith, pp. 383-398; and, Tiemens, pp. 184-190.

[33]Bruce A. Linton and Victor Hyden, Jr., "Broadcasting in the Midwest: A Vocational Survey," Journal of Broadcasting, 3, No. 1 (1958/1959), pp. 45-53.

[34]John D. Abel and Frederick N. Jacobs, "Radio Station Manager Attitudes Toward Broadcasting Graduates," Journal of Broadcasting, 19, No. 4 (1975), pp. 439-452.

[35]Taylor, pp. 59-69.

[36]Darrell E. Wibble, "The Indiana Report: What 320 Broadcasters Think about Radio and TV Academic Programs in Higher Education," unpublished paper, Ball State University, 1975.

[37]Oliver and Haynes, pp. 228-234.

[38]The three market sizes (major, medium, and small) were established by the researcher based on market population. Generally, those stations identified by Standard Rate and Data Service as within the top 25 markets are considered as major; those stations in markets ranked between 25 and 150 are classified as medium; and, all others are small. See Spot Radio Rates and Data, Vol. 62 (Skokie, Illinois: Standard Rate and Data Service, 1980); and, Spot Radio Small Markets Edition, Vol. 5 (Skokie, Illinois: Standard Rate and Data Service, 1980).

[39]Stations in these five states were identified using listings in the Broadcasting/Cable Yearbook 1980 (Washington, D.C.: Broadcasting Publications, Inc., 1980).

[40]See Earl R. Babbie, Survey Research Methods (Belmont, California: Wadsworth, 1973); Charles H. Backstrom and Gerald Hursh-Cesar, Survey Research, 2nd ed. (New York: John Wiley and Sons, 1981); Isadore Newman, Basic Procedures in Conducting Survey Research (Akron, Ohio: University of Akron, 1976); and, Raymond K. Tucker, Richard L. Weaver II, and Cynthia Berryman-Fink, Research in Speech Communication (Englewood Cliffs, New Jersey: Prentice-Hall, 1981, pp. 89-122.

[41]See Thomas D. Cook and Charles S. Reichardt, eds., Qualitative and Quantitative Methods in Evaluation Research (Beverly Hills, California: Sage, 1978); Egon G. Guba, "Criteria for Assessing the Trustworthiness of Naturalistic Inquiries," Educational Communication and Technology, 2 (1981), pp. 75-91 and "Naturalistic Inquiry," Improving Human Performance Quarterly, 4 (1979), pp. 268-276; Egon G. Guba and Yvonna S. Lincoln, Effective Evaluation: Improving the Usefulness of Evaluation Results Through Responsible and Naturalistic Approaches (San Francisco: Jossey-Bass, 1981); Richard L. Lanigan, "The Phenomenology of Human Communication," Philosophy Today, 23 (1979), pp.

3-15; and, Michael Q. Patton, Qualitative Evaluation Methods (Beverly Hills, California: Sage, 1980).

[42]Searches of Dissertation Abstracts International and all of the major communication indices and bilbiographies revealed the need for updating this type of broadcast research, as no effort of this type had been conducted since 1978. See Oliver and Haynes.

[43]ERIC Computer Search, Booth Library, Eastern Illinois University, 3 March 1981. A total of 121 titles were identified using the descriptors of Radio, Television, Speech, College or University, Higher Education and Speech Skill. See Current Index to Journals in Education (Phoenix: Oryx Press, 1969-1981); Thesaurus of ERIC Descriptors, 8th ed. (New York: MacMillan Information, 1980); and, U.S. Office of Education, Resources in Education (Phoenix: Oryx Press, 1975-1981).

[44]ERIC Computer Searches, Morris Library, Southern Illinois University at Carbondale, 5 March 1982 and 1 April 1982. The second search retrived a total of 1,216 titles (some duplicated under other descriptors), but only 100 manuscripts and articles were relevant. Descriptors used in this search included Broadcast Industry, Radio Skills, Needs, Success, Administration, Postsecondary Education, Higher Education, Two Year Colleges, Colleges, Universities, Mass Media, Curriculum, and Instruction. The third search covered the same area and related it to research methods. No pertinent literature was realized.

[45]See Richard L. Enos and Jeanne L. McClaran, eds., A Guide to Doctoral Dissertations in Communication Studies and Theater (Ann Arbor, Michigan: University Microfilms International, 1978); John M. Kittross, A Bibliography of Theses and Dissertations in Broadcasting, 1920-1973 (Washington, D.C.: Broadcast Education Association, 1978); Ronald J. Malton, Index to Journals in Communication Studies through 1979 (Annandale, Virginia: Speech Communication Association, 1980); Ronald J. Malton and Irene R. Malton, Index to Journals in Communication Studies through 1974 (Falls Church, Virginia: Speech Communication Association, 1975); Mass Communication: A Dissertation Catalog (Ann Arbor, Michigan: University Microfilms International, 1979); William E. McCavitt, Radio and TV: A Selected Bibliography (Metuchen, New Jersey: Scarecrow Press, 1978); Marilyn D. Merenda, Speech Communication and Theatre Arts: A Classified Bibliography of Theses and Dissertations, 1973-1978 (New York: IFI/Plenum, 1979); Kenneth R. Sparks, A Bibliography of Doctoral Dissertations in Television and Radio through 1961 (Syracuse, New York: Newhouse Communication Center, 1962); and, Speech and Hearing: A

Dissertation Bibliography (Ann Arbor, Michigan: University Microfilms International, 1979).

[46]The notes, reference list, and/or bibliography from each thesis, dissertation, paper, article, manuscript, etc. was examined for further references. For example Smith; and, Niven, "The Development...."

[47]Comprehensive Computer Searches of Dissertation Abstracts International: Morris Library, Southern Illinois University at Carbondale, 5 March 1982 and 26 April 1982; and, Comprehensive Dissertation Query Service (DATRIX II Search), University Microfilms International, 7 April 1982. The first search used descriptors including Radio, Skills, Needs, Success, Administration, Management, Post-secondary Education, Higher Education, Two Year Colleges, Colleges, Universities, Mass Media, Curriculum, Instruction, Mass Communication, and Broadcast. Some relevant titles were discovered. The second search used all possible combinations of the terms Broadcast, Management, Radio, Program, Success, Employees, Employers, Teachers, Executive, Priorities, Institutions, Colleges, Universities, Mass Communication, Instructor, Curriculum, and Instruction. More than 160 titles were realized and those deemed appropriate were abstracted. The third search used the same descriptors and related the investigation to research methods. No relevant titles were realized. See Dissertation Abstracts International, Humanities and Social Sciences (Ann Arbor, Michigan: University Microfilms International, 1935-1981).

[48]Education Index (New York: H.W. Wilson, 1929-1981).

[49]Only tangentially-related literature was realized.

[50]Broadcasting/Cable Yearbook 1980.

[51]The five-states actually contained more than 1,200 radio stations when the restriction of dual-facility ownership was not imposed.

[52]See Spot Radio Rates and Data and Spot Radio Small Markets Edition.

[53]Consult the bibliography for listings of broadcast studies reviewed. Broadcast educators at Eastern Illinois University and station managers in Charleston, Illinois and Carbondale, Illinois were interviewed and consulted.

[54]Broadcast managers at WEIC, Charleston, Illinois; WCIL, Carbondale, Illinois; and, WYER, Mt. Carmel, Illinois, completed the initial pilot study instrument.

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APPENDIX A

MIDWEST RADIO SURVEY QUESTIONNAIRE

EASTERN ILLINOIS UNIVERSITY
CHARLESTON, ILLINOIS 61920
DEPARTMENT OF SPEECH COMMUNICATION

Midwest Radio Survey

Directions: Please respond to questions as indicated in each item.

1. In how many years of full time radio station employment have you been engaged? (Circle the correct response.)

   A. Less than 2 years
   B. 2 to 5 years
   C. 6 to 9 years
   D. 10 to 15 years
   E. More than 15 years

2. At what age did you become a station or general manager? (Circle the correct response.)

   A. Before age 25
   B. Between 25 and 29 years of age
   C. Between 30 and 34 years of age
   D. Between 35 and 39 years of age
   E. Between 40 and 45 years of age
   F. Beyond age 45

3. How long have you been a station or general manager? (Circle the correct response.)

   A. Less than 2 years
   B. 2 to 5 years
   C. 6 to 9 years
   D. 10 to 15 years
   E. More than 15 years

4. What was your primary area of radio experience, prior to your becoming station or general manager? (Circle the most appropriate response.)

   A. Sales
   B. Programming
   C. Announcing
   D. Production
   E. News
   F. Engineering
   G. Bookkeeping and Accounting
   H. Other, please specify_____

5. Did you attend a college or university? (Circle the correct response.)

   A. Yes B. No

CONTINUE ON THE BACK OF THIS PAGE.

6. If you answered "yes" to question number 5, which statement below best describes your college education? (Circle the most appropriate response.)

   A. Some college study in broadcasting but no degree was earned
   B. Some college study but no degree was earned
   C. Two-year college degree in broadcasting was earned
   D. Two-year college degree was earned
   E. Four-year college degree in broadcasting was earned
   F. Four-year college degree was earned
   G. Graduate study in broadcasting with advanced degree earned
   H. Graduate study with advanced degree earned
   I. Graduate study but no advanced degree was earned

7. If you answered "yes" to question number 5, do you feel that you college education has benefited your radio career? (Circle the correct response.)

   A. Yes B. No

8. How many individuals are employed on a full-time basis on the staff of your current radio station? (Circle the most appropriate response.)

   A. Fewer than 5 persons
   B. 5 to 13 persons
   C. 14 to 24 persons
   D. 25 to 40 persons
   E. More than 40 persons

For questions 9 through 11, please rank in order of importance the entry-level radio skills for news, announcing, and sales personnel. (Use a numerical scale with the number "1" representing the most important and rank these skills from most important to least important by placing the appropriate number in the space to the left of each skill.

9. Rank the following entry-level radio skills for news personnel.

   ____ A. On-air delivery
   ____ B. Newswriting
   ____ C. Typing proficiency of at least 25 w.p.m.
   ____ D. Understanding of FCC Rules and Regulations
   ____ E. Ability to operate broadcast equipment
   ____ F. Knowledge of ratings
   ____ G. Production technique
   ____ H. Interviewing technique
   ____ I. Awareness of competitive media
   ____ J. News gathering
   ____ K. Others, please specify_____
   ____ _____
   ____ _____

CONTINUE ON TO THE NEXT PAGE.

10. Rank the following entry-level radio skills for announcing personnel.

____ A. On-air delivery
____ B. Copywriting
____ C. Typing proficiency of at least 25 w.p.m.
____ D. Understanding of FCC Rules and Regulations
____ E. Ability to operate broadcast equipment
____ F. Knowledge of ratings
____ G. Broadcast engineering
____ H. Production technique
____ I. Awareness of competitive media
____ J. Others, please specify_____
____ _____
____ _____

11. Rank the following entry-level radio skills for sales personnel.

____ A. On-air delivery
____ B. Copywriting
____ C. Typing proficiency of at least 25 w.p.m.
____ D. Understanding of FCC and FTC Rules and Regulations
____ E. Ability to operate broadcast equipment
____ F. Production technique
____ G. Awareness of competitive media
____ H. Marketing technique
____ I. Others, please specify_____
____ _____
____ _____

For questions 12 through 14, please rank in order of importance the radio industry characteristics of success or long-term employment for news, announcing, and sales personnel. (Use a numerical scale with the number "1" representing the most important and rank these skills from most important to least important by placing the appropriate number in the space to the left of each characteristic.)

12. Rank the following radio industry characteristics for success or long-term employmetn of news personnel.

____ A. Community involvement
____ B. Aggressiveness
____ C. Responsibility and dependability
____ D. Initiative and dedication
____ E. Quality of on-air delivery
____ F. Typing proficiency of at least 25 w.p.m.
____ G. Understanding of FCC Rules and Regulations
____ H. Newswriting ability
____ I. Interviewing technique quality
____ J. Ability to operate broadcast equipment effectively
____ K. Quality of production technique
____ L. Depth of awareness of competitive media
____ M. Depth of news gathering
____ N. Willingness to accept constructive criticism
____ O. Others, please specify_____
____ _____
____ _____

CONTINUE ON THE BACK OF THIS PAGE.

13. Rank the following radio industry characteristics for success or long-term employment of announcing personnel.

____ A. Community involvement
____ B. Aggressiveness
____ C. Responsibility and dependability
____ D. Initiative and dedication
____ E. Quality of on-air delivery
____ F. Typing proficiency of at least 25 w.p.m.
____ G. Understnading of FCC Rules and Regulations
____ H. Copywriting ability
____ I. Ability to operate broadcast equipment effectively
____ J. Broadcast engineering knowledge
____ K. Quality of production technique
____ L. Depth of awareness of competitive media
____ M. Willingness to accept constructive criticism
____ N. Others, please specify_____
____ _____
____ _____

14. Rank the following radio industry characteristics for success or long-term employment of sales personnel.

____ A. Community involvement
____ B. Aggressiveness
____ C. Responsibility and dependability
____ D. Initiative and dedication
____ E. Quality of on-air delivery
____ F. Typing proficiency of at least 25 w.p.m.
____ G. Understanding of FCC and FTC Rules and Regulations
____ H. Copywriting ability
____ I. Ability to operate broadcast equipment effectively
____ J. Quality of production technique
____ K. Depth of awareness of competitive media
____ L. Willingness to accept constructive criticism
____ M. Creativity of marketing strategies and techniques
____ N. Knowledge of current marketing techniques
____ O. Others, please specify_____
____ _____
____ _____

For questions 15 and 16, rank the vocations in order of importance as requested in each item. (Use a numerical scale with the number "1" representing the most important and rank these skills from most important to least important by placing the appropriate number in the space to the left of each position.)

15. Rank the following vocations from within your radio station, in terms of the positions which you find most difficult to fill.

____ A. Engineering
____ B. News
____ C. Announcing
____ D. Sales
____ E. Clerical
____ F. Other, please specify_____

CONTINUE ON TO THE NEXT PAGE.

16. Rank the following vocations from within your radio station, in terms of the positions which most frequently must be filled.

____ A. Engineering
____ B. News
____ C. Announcing
____ D. Sales
____ E. Clerical
____ F. Other, please specify_____

For questions 17 through 20, circle the most appropriate response designating the average, weekly, approximate salary for all full-time employees of each position at your radio station.

17. Engineering employees:

A. Under $150.00 per week
B. Between $151.00 and $200.00 weekly
C. Between $201.00 and $274.00 weekly
D. Between $275.00 and $350.00 weekly
E. Between $351.00 and $424.00 weekly
F. Between $425.00 and $500.00 weekly
G. More than $500.00 per week

18. News employees:

A. Under $150.00 per week
B. Between $151.00 and $200.00 weekly
C. Between $201.00 and $274.00 weekly
D. Between $275.00 and $350.00 weekly
E. Between $351.00 and $424.00 weekly
F. Between $425.00 and $500.00 weekly
G. More than $500.00 per week

19. Announcing employees:

A. Under $150.00 per week
B. Between $151.00 and $200.00 weekly
C. Between $201.00 and $274.00 weekly
D. Between $275.00 and $350.00 weekly
E. Between $351.00 and $424.00 weekly
F. Between $425.00 and $500.00 weekly
G. More than $500.00 per week

20. Sales employees, not including commission:

A. Under $150.00 per week
B. Between $151.00 and $200.00 weekly
C. Between $201.00 and $274.00 weekly
D. Between $275.00 and $350.00 weekly
E. Between $351.00 and $424.00 weekly
F. Between $425.00 and $500.00 weekly
G. More than $500.00 per week

CONTINUE ON THE BACK OF THIS PAGE.

21. What is the average, monthly, approximate amount of commission paid to sales employees at your radio station? (Circle the most appropriate response.)

    A. Under $300.00 per month
    B. Between $300.00 and $500.00 monthly
    C. Between $501.00 and $800.00 monthly
    D. Between $801.00 and $1,500.00 monthly
    E. Between $1,501.00 and $2,500.00 monthly
    F. More than $2,500.00 per month

22. Do you give serious consideration to a college degree when hiring engineering, news, announcing and sales personnel at your radio station? (Circle the correct response.)

    A. Yes B. No

23. Do you consider a college degree in radio and television of more importance when hiring station employees than a college degree in some other specialty area? (Circle the correct response.)

    A. Yes B. No

24. Do you consider a college degree in radio and television or professional experience in broadcasting as more important when hiring engineering, news, announcing and sales personnel at your radio station? (Circle the most appropriate response.)

    A. Professional broadcast experience
    B. A college degree in broadcasting
    C. Both are considered equally
    D. Neither is an important consideration

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today? (Write your response below.)

Additional Comments:

YOU HAVE COMPLETED THE QUESTIONNAIRE. THANK YOU! PLEASE RETURN THIS QUESTIONNAIRE IN THE ADDRESSED, POSTAGE-PAID ENVELOPE INCLUDED WITH THIS MAILING FOR YOUR CONVENIENCE. YOUR PROMPT RESPONSE WILL BE GREATLY APPRECIATED!

APPENDIX B

FIRST INTRODUCTORY-ORIENTATION LETTER

EASTERN ILLINOIS UNIVERSITY
CHARLESTON, ILLINOIS 61920

Department of Speech Communication
Midwest Radio Survey

February 25, 1981

Dear Station or General Manager:

Will you please assist us?

We are conducting a survey of radio stations in Illinois, Indiana, Missouri, Iowa, and Wisconsin to determine what station or general managers believe are entry-level skills, long-term characteristics of success, and current vocational needs in the broadcast industry. The purpose of this research is both to identify current vocational opportunities for students and to establish industry priorities for broadcast higher education. Your answers will assist us in determining what changes may be necessary in our radio program and enable us to provide better training to our broadcast students. The results of this study will also assist other colleges and universities in adjusting their broadcasting programs to better reflect the needs of the broadcast industry.

It will take you only a few minutes to complete the simple questions on the enclosed questionnaire and then return it in the stamped and addressed envelope included with this letter.

It is important that only you, the station or general manager, complete this questionnaire, since all of the information is being gathered from a management perspective.

All replies will be strictly confidential, as no specific identification between responses and respondents will be made public. The only published means of identification will be the market-size of the responding stations.

We will greatly appreciate your returning the completed questionnaire at your earliest possible convenience (no later than March 31 , 1981). Your assistance is greatly appreciated.

Sincerely,

Frank E. Parcells,
Project Director

APPENDIX C

SECOND INTRODUCTORY-ORIENTATION LETTER

EASTERN ILLINOIS UNIVERSITY
CHARLESTON, ILLINOIS 61920

DEPARTMENT OF SPEECH COMMUNICATION
Midwest Radio Survey

April 9, 1981

Dear Station or General Manager:

Recently we sent you a questionnaire asking about your opinion of entry-level skills, long-term characteristics of success, and current vocational needs in the broadcast industry. As of yet we have not received your completed questionnaire. However, your response is very important to us! Would you please take just a few minutes to complete the survey included with this letter?

The purpose of this research is both to identify current vocational opportunities for college students and to establish industry priorities for broadcast higher education throughout the midwest area. Thus, it is important that we receive your response, from a management perspective, to increase the accuracy and comprehensiveness of the survey.

The return envelope is coded to identify the respondent, but this practice will be used only to determine the responding station for our records. No specific identification between responses and respondents will ever be published. <u>All responses will be confidential</u>!

Since we have missed your response from the first mailing, we would greatly appreciate your completing and returning this questionnaire in the stamped and addressed envelope included with this mailing. Your prompt assistance will facilitate the completion of this very practical research project.

<u>Thank you!</u>

Sincerely,

Frank E. Parcells,
Project Director

APPENDIX D

MARKETS IN THE MIDWEST RADIO SURVEY

Markets in Midwest Radio Survey

Major (Large)

Chicago, Illinois
Indianapolis, Indiana
Milwaukee, Wisconsin
St. Louis, Missouri
Kansas City, Missouri

Medium

Appleton/Oshkosh, Wisconsin
Bloomington/Normal, Illinois
Cedar Rapids, Iowa
Council Bluffs, Iowa
Des Moines, Iowa
Evansville, Indiana
Ft. Wayne, Indiana
Green Bay,Wisconsin
Madison, Wisconsin
Peoria, Illinois
Quad Cities (Moline/East Moline/Rock Island, Illinois and Davenport/Bettendorf, Iowa)
Rockford, Illinois
South Bend, Indiana
Springfield, Missouri/Springfield, Illinois
Superior, Wisconsin
Terre Haute, Indiana
Waterloo/Cedar Falls, Iowa

Small

All other cities in Illinois, Indiana, Iowa, Missouri, and Wisconsin identified in the 1980 Broadcasting Yearbook as having a commercial radio station are considered as small market radio stations (excluding all non-commercial stations).

APPENDIX E

SMALL MARKET RESPONSES

FIVE STATE SMALL MARKET RESPONSES

Every small market, commercial radio station in Illinois, Indiana, Iowa, Missouri, and Wisconsin was surveyed (503 stations) and 290 stations returned the survey instrument for a response rate of 58%.

1. The number of years of full time radio station employment in which responding managers were engaged:

   A. Less than 2 years 3 (1%)*
   B. 2 to 5 years 28 (10%)
   C. 6 to 9 years 33 (11%)
   D. 10 to 15 years 55 (19%)
   E. More than 15 years 171 (59%)

2. Age at which respondents became station/general manager:

   A. Before age 25 38 (13%)
   B. Between 25 and 29 years of age 89 (31%)
   C. Between 30 and 34 years of age 71 (24%)
   D. Between 35 and 40 years of age 49 (17%)
   E. Between 40 and 45 years of age 20 (7%)
   F. Beyond age 45 23 (8%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 55 (19%)
   B. 2 to 5 years 65 (22%)
   C. 6 to 9 years 50 (17%)
   D. 10 to 15 years 49 (17%)
   E. More than 15 years 71 (25%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 102 (35%)
   B. Programming 35 (12%)
   C. Announcing 15 (5%)
   D. Production 2 (1%)
   E. News 15 (5%)
   F. Engineering 16 (6%)
   G. Bookkeeping and Accounting 8 (3%)
   H. Other (includes combinations of above areas) 94 (32%)
   I. No Response 3 (1%)

5. Attendance at a college/university:

   A. Attended 227 (78%)
   B. Did not attend 63 (22%)

*The first number is the total number of managers responding as indicated, while the second number is the percentage that numeral represents.

6. Descriptions of responding managers' higher educations:

A. Study in broadcasting but no degree earned 21 (7%)
B. Some college study but no degree earned 52 (18%)
C. Two-year broadcasting degree earned 1 (1%)
D. Two-year degree earned 7 (2%)
E. Four-year broadcasting degree earned 32 (11%)
F. Four-year degree earned 81 (28%)
G. Graduate degree in broadcasting earned 6 (2%)
H. Graduate degree earned 15 (5%)
I. Graduate study but no advanced degree earned 11 (4%)
J. No Response 64 (22%)

(50% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your radio career?

A. Yes 188 (65%)
B. No 39 (13%)
C. No Response 63 (22%)

8. Number of full time employees on staffs of responding station/general managers' radio stations:

A. Fewer than 5 persons 12 (4%)
B. 5 to 13 persons 153 (53%)
C. 14 to 24 persons 90 (31%)
D. 25 to 40 persons 32 (11%)
E. More than 40 persons 1 (3%)
F. No Response 2 (7%)

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 43 (15%)
B. Between $151.00 and $200.00 weekly 50 (17%)
C. Between $201.00 and $274.00 weekly 72 (25%)
D. Between $275.00 and $350.00 weekly 61 (21%)
E. Between $351.00 and $424.00 weekly 18 (6%)
F. Between $425.00 and $500.00 weekly 2 (1%)
G. More than $500.00 per week 2 (1%)
H. No Response 42 (14%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 25 (9%)
B. Between $151.00 and $200.00 weekly 100 (34%)
C. Between $201.00 and $274.00 weekly 114 (39%)
D. Between $275.00 and $350.00 weekly 25 (9%)
E. Between $351.00 and $424.00 weekly 8 (3%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 weekly 0
H. No Response 18 (6%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 23 (8%)
B. Between $151.00 and $200.00 weekly 129 (45%)
C. Between $201.00 and $274.00 weekly 105 (36%)
D. Between $275.00 and $350.00 weekly 11 (4%)
E. Between $351.00 and $424.00 weekly 4 (1%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 18 (6%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 59 (21%)
B. Between $151.00 and $200.00 weekly 75 (26%)
C. Between $201.00 and $274.00 weekly 50 (17%)
D. Between $275.00 and $350.00 weekly 25 (9%)
E. Between $351.00 and $424.00 weekly 10 (3%)
F. Between $425.00 and $500.00 weekly 4 (1%)
G. More than $500.00 per week 4 (1%)
H. No Response 63 (22%)

21. Average monthly commission paid to sales employees:

A. Under $300.00 per month 26 (9%)
B. Between $300.00 and $500.00 monthly 54 (19%)
C. Between $501.00 and $800.00 monthly 56 (19%)
D. Between $801.00 and $1,500.00 monthly 82 (28%)
E. Between $1,501.00 and $2,500.00 monthly 39 (14%)
F. More than $2,500.00 per month 7 (2%)
G. No Response 26 (9%)

22. Do you give serious consideration to a college degree when hiring radio station personnel?

A. Yes 157 (54%)
B. No 122 (42%)
C. No Response 11 (4%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 134 (46%)
B. No 148 (51%)
C. No Response 8 (3%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 164 (57%)
B. College Degree in Broadcasting 3 (1%)
C. Both considered equally 95 (33%)
D. Neither is an important consideration 21 (7%)
E. No Response 7 (2%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Be willing to accept constructive criticism.

B. Gain some understanding of many aspects of radio.

C. Specialize in some area of radio, if plans include a desire to work in a large radio station.

D. Be dedicated and committed to your job.

E. Learn in a small radio station and work toward a larger radio station.

F. Gain commercial radio station experience while in college.

G. Get a liberal arts college degree with a concentration in marketing or business and broadcasting.

H. Set career goals and develop a plan to achieve them.

I. Always desire to learn more.

J. Always try to cooperate with co-workers.

Ordinal Multiple Priority Rankings Converted to Ordinal Single Priority Rankings (Meaned)

9. Entry-level radio skills for news personnel:

Rank	Skills	Mean Value
1	Newswriting	2.41
2	On-air delivery	2.42
3	Others*	2.70
4	News gathering	2.74
5	Interviewing technique	4.71
6	25 w.p.m. typing proficiency	6.03
7	Ability to operate broadcast equipment	6.06
8	Production technique	6.32
9	Understanding of FCC Rules and Regulations	7.05
10	Awareness of competitive media	7.82
11	Knowledge of ratings	9.51

10. Entry-level radio skills for announcing personnel:

Rank	Skills	Mean Value
1	On-air delivery	1.20
2	Ability to operate broadcast equipment	2.83
3	Others*	3.15
4	Production technique	3.28
5	Understanding of FCC Rules and Regulations	4.70
6	Copywriting	5.62
7	Awareness of competitive media	6.3
8	Broadcast engineering	6.68
9	25 w.p.m. typing proficiency	6.94
10	Knowledge of ratings	7.47

11. Entry-level radio skills for sales personnel:

Rank	Skills	Mean Value
1	Others*	1.72
2	Marketing technique	2.24
3	Awareness of competitive media	2.95
4	Copywriting	3.55
5	Production technique	5.2
6	Understanding of FCC & FTC Rules and Regulations	5.27
7	25 w.p.m. typing proficiency	5.69
8	On-air delivery	6.70
9	Ability to operate broadcast equipment	6.82

12. Radio industry characteristics for success or long-term employment of news personnel:

Rank	Characteristics	Mean Value
1	Others*	2.66
2	Responsibility and dependability	2.77
3	Initiative and dedication	3.66
4	Newswriting ability	4.66
5	Quality of on-air delivery	4.88
6	Aggressiveness	5.20
7	Depth of news gathering	5.50
8	Community involvement	5.82
9	Willingness to accept constructive criticism	6.3
10	Interviewing technique quality	7.28
11	Quality of production technique	8.20
12	Ability to operate broadcast equipment effectively	8.39
13	25 w.p.m. typing proficiency	8.89
14	Understanding of FCC Rules and Regulations	9.09
15	Depth of awareness of competitive media	9.29

13. Radio industry characteristics for success or long-term employment of announcing personnel:

Rank	Characteristics	Mean Value
1	Quality of on-air delivery	2.59
2	Responsibility and dependability	3.34
3	Initiative and dedication	3.86
4	Others*	4.5
5	Quality of production technique	5.21
6	Ability to operate broadcast equipment effectively	5.27
7	Willingness to accept constructive criticism	5.88
8	Community involvement	6.49
9	Aggressiveness	7.19
10	Understanding of FCC Rules and Regulations	7.80
11	Broadcast engineering knowledge	8.90
12	Copywriting ability	8.95
13	Depth of awareness of competitive media	9.54
14	25 w.p.m. typing proficiency	9.70

14. Radio industry characteristics for success or long-term employment of sales personnel:

Rank	Characteristics	Mean Value
1	Others*	1.82
2	Responsibility and dependability	3.16
3	Initiative and dedication	3.27
4	Aggressiveness	3.34
5	Creativity of marketing strategies and techniques	3.88
6	Knowledge of current marketing techniques	4.73
7	Community involvement	5.53
8	Depth of awareness of competitive media	6.39
9	Copywriting ability	6.60
10	Willingness to accept constructive criticism	6.86
11	Understanding of FCC and FTC Rules and Regulations	9.04
12	Quality of production technique	9.48
13	Quality of on-air delivery	10.06
14	25 w.p.m. typing proficiency	10.36
15	Ability to operate broadcast equipment effectively	10.45

15. Radio station vocations found most difficult to fill:

Rank	Vocation	Mean Value
1	Sales	1.68
2	Engineering	2.20
3	Other*	2.25
4	News	2.71
5	Announcing	3.28
6	Clerical	4.66

16. Radio station vocations which most frequently must be filled:

Rank	Vocation	Mean Value
1	Announcing	1.59
2	News	2.33
3	News	2.95
4	Clerical	3.52
5	Engineering	4.38

*See individual question summaries in this section for a listing of specific "other" responses.

Number of Respondents: 258(90%) Number of Non-Respondents: 32(10%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	88/34%	47/18%	74/29%	31/12%	11/4%	3/1%	2/.7%	1/.3%	-----	-----
Newswriting	55/21%	108/42%	62/24%	17/7%	10/4%	3/1%	2/.7%	1/.3%	-----	-----
25 w.p.m. Typing Ability	2/.7%	7/3%	15/6%	33/13%	43/17%	35/14%	36/14%	28/11%	20/8%	11/4%
Understanding of FCC Rules and Regulations	6/2%	4/2%	6/2%	14/5%	20/8%	29/11%	18/11%	53/21%	38/15%	22/9%
Operation of Broadcast Equipment	4/2%	12/5%	13/5%	17/7%	31/12%	50/19%	51/20%	31/12%	18/7%	5/2%
Knowledge of Ratings	-----	-----	1/.3%	2/.7%	1/.3%	3/1%	2/.7%	10/4%	48/19%	107/41%
Production Technique	-----	4/2%	10/4%	15/6%	48/19%	41/16%	54/21%	34/13%	12/5%	9/3%
Interviewing Technique	2/.7%	18/7%	25/10%	82/32%	54/21%	31/12%	16/6%	9/3%	6/2%	2/.7%
Competitive Media Awareness	1/.3%	1/.3%	3/1%	8/3%	10/4%	23/9%	28/11%	42/16%	58/22%	26/10%
News Gathering Ability	84/33%	50/19%	46/18%	28/11%	18/7%	11/4%	6/2%	4/2%	1/.3%	1/.3%
Others*	23/9%	5/2%	4/2%	2/.7%	-----	-----	1/.3%	2/.7%	-----	1/.3%

*Examples of "other" responses listed by managers: "Knowledge of slander, fairness guidelines;" "knowledge of government;" "desire to improve;" "ability to deal with people;" "ability to think clearly under pressure;" "sales;" "business appreciation;" "working effectively with others;" "dependability;" "awareness of the law;" "common.sense;" "ability to get along with people;" "getting along with other individuals;" "general awareness;" "integrity;" "accuracy;" "local community awareness;" "ability to write;" "ability to take constructive criticism;" and, "reading ability."

9. Entry-level skills for news personnel.

Number of Respondents: 257(89%) Number of Non-Respondents: 33(11%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	211/82%	25/10%	13/5%	-----	-----	-----	-----	-----	-----	1/.3%
Copywriting	2/.7%	10/4%	17/7%	36/14%	36/14%	40/16%	26/10%	28/11%	16/6%	-----
25 w.p.m. Typing Ability	-----	-----	7/3%	17/7%	28/11%	28/11%	34/13%	40/16%	38/15%	8/3%
Understanding of FCC Rules and Regulations	4/2%	18/7%	34/13%	60/23%	53/21%	21/8%	21/8%	13/5%	7/3%	-----
Operation of Broadcast Equipment	9/4%	117/46%	64/25%	27/11%	9/4%	9/4%	6/2%	-----	-----	-----
Knowledge of Ratings	-----	3/1%	3/1%	5/2%	17/7%	26/10%	27/11%	42/16%	59/23%	11/4%
Broadcast Engineering	-----	2/.7%	2/.7%	23/9%	29/11%	34/13%	38/15%	32/12%	35/14%	2/.7%
Production Technique	2/.7%	67/26%	107/42%	37/14%	16/6%	7/3%	5/2%	5/2%	-----	1/.3%
Competitive Media Awareness	2/.7%	5/2%	2/.7%	22/9%	35/14%	33/13%	42/16%	30/12%	24/9%	4/2%
Others*	20/8%	6/2%	2/.7%	5/2%	2/.7%	4/2%	-----	1/.3%	1/.3%	3/1%

*Examples of "other" responses listed by managers: "production delivery;" "reading ability;" "willingness to learn;" "flexibility;" "interpersonal communication skills;" and, "self-motivation."

10. Entry-level skills for announcers.

Number of Respondents: 254(88%) Number of Non-Respondents: 36(12%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	1/.3%	1/.3%	5/2%	11/4%	24/9%	30/12%	30/12%	46/18%	14/6%	5/2%
Copywriting	10/4%	43/17%	66/26%	39/15%	28/11%	8/3%	12/5%	1/.3%	1/.3%	-----
25 w.p.m. Typing Ability	3/1%	4/2%	18/7%	31/12%	31/12%	29/11%	27/11%	33/13%	8/3%	1/.3%
Understanding of FCC/FTC Rules and Regulations	3/1%	6/2%	39/15%	29/11%	30/12%	26/10%	26/10%	28/11%	7/3%	----
Operation of Broadcast Equipment	----------	----------	1/.3%	12/5%	17/7%	35/14%	48/19%	39/15%	12/5%	4/2%
Production Technique	2/.7%	7/3%	19/7%	36/14%	44/17%	29/11%	22/9%	14/6%	7/3%	1/.3%
Competitive Media Awareness	17/7%	99/39%	52/20%	37/15%	10/4%	7/3%	4/2%	2/.7%	3/1%	----
Marketing Technique	156/61%	61/24%	13/5%	6/2%	3/1%	5/2%	-----	1/.3%	-----	-----
Others*	64/25%	21/8%	8/3%	5/2%	2/.7%	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "salesmanship;" "aggressiveness;" "imigination;" "self-confidence;" "motivation;" "desire to succeed;" "organizational skills;" "creativity;" and, "sales experience."

11. Entry-level skills for sales personnel.

Number of Respondents: 235(81%) Number of Non-Respondents: 55(19%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	18/8%	13/6%	16/7%	29/12%	24/10%	14/6%	16/7%	19/8%	14/6%	8/3%
Aggressiveness	14/6%	23/10%	35/15%	32/14%	18/8%	14/6%	17/7%	13/6%	15/6%	7/3%
Responsibility/Dependability	82/35%	56/24%	23/10%	20/9%	20/9%	13/6%	4/2%	4/2%	2/.7%	3/1%
Initiative/Dedication	46/20%	47/20%	35/15%	26/11%	21/9%	18/8%	19/8%	4/2%	3/1%	3/1%
Quality of On-air Delivery	25/11%	23/10%	26/11%	27/11%	26/11%	32/14%	15/6%	12/5%	14/6%	3/1%
25 w.p.m. Typing Ability	-----	------	2/.7%	3/1%	5/2%	17/7%	12/5%	13/6%	25/11%	31/13%
Understanding of FCC Rules and Regulations	2/.7%	1/.3%	------	3/1%	8/3%	9/4%	11/5%	7/3%	12/5%	19/8%
Newswriting Ability	14/6%	31/13%	35/15%	27/11%	29/12%	23/10%	16/7%	20/9%	4/2%	3/1%
Quality of Interviewing Technique	-----	5/2%	8/3%	21/9%	17/7%	17/7%	32/14%	26/11%	27/11%	16/7%
Quality of Production Technique	-----	------	2/.7%	2/.7%	5/2%	9/4%	11/5%	15/6%	20/9%	21/9%
Effective Operation of Broadcast Equipment	-----	1/.3%	2/.7%	4/2%	9/4%	8/3%	20/9%	14/6%	27/11%	25/11%
Depth of Awareness of Competitive Media	-----	2/.7%	3/1%	1/.3%	4/2%	9/4%	8/3%	10/4%	12/5%	17/7%
Depth of News Gathering Ability	23/10%	19/8%	20/9%	21/9%	23/10%	17/7%	18/8%	20/9%	13/6%	10/4%
Willingness to Accept Constructive Criticism	7/3%	15/6%	25/11%	17/7%	9/4%	17/7%	21/9%	16/7%	16/7%	16/7%
Others*	6/3%	1/.3%	1/.3%	2/.7%	1/.3%	------	------	1/.3%	-----	------

*Examples of "other" responses listed by managers: "credibility of presentation;" "honesty;" "ability to work effectively under pressure;" "legal system knowledge;" "understanding of the business world;" and, "positive attitude."

Number of Respondents: 235(81%) Number of Non-Respondents: 55(19%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	7/3%	6/3%	16/7%	29/12%	15/6%	29/12%	22/9%	22/9%	26/11%	6/3%
Aggressiveness	3/1%	9/4%	12/5%	14/6%	13/6%	18/8%	29/12%	18/8%	22/9%	16/7%
Responsibility/Dependability	66/28%	54/23%	37/16%	39/17%	23/10%	2/.7%	5/2%	2/.7%	1/.3%	2/.7%
Initiative/Dedication	30/13%	49/21%	37/16%	22/9%	24/10%	25/11%	16/7%	7/3%	1/.3%	3/1%
Quality of On-air Delivery	115/49%	35/15%	39/17%	18/8%	11/5%	25/11%	3/1%	1/.3%	1/.3%	------
25 w.p.m. Typing Ability	------	4/2%	------	1/.3%	2/.7%	4/2%	2/.7%	13/6%	10/4%	15/6%
Understanding of FCC Rules and Regulations	2/.7%	3/1%	7/3%	13/6%	16/7%	15/6%	12/5%	26/11%	19/8%	22/9%
Copywriting Ability	------	3/1%	5/2%	6/3%	2/.7%	8/3%	16/7%	20/9%	29/12%	19/8%
Effective Operation of Broadcast Equipment	3/1%	26/11%	21/9%	37/16%	29/12%	21/9%	25/11%	15/6%	18/8%	3/1%
Broadcast Engineering Knowledge	1/.3%	3/1%	5/2%	5/2%	5/2%	8/3%	10/4%	16/7%	13/6%	8/3%
Quality of Production Technique	1/.3%	26/11%	28/12%	30/13%	38/16%	29/12%	14/6%	15/6%	8/3%	8/3%
Depth of Awareness of Competitive Media	1/.3%	-----	2/.7%	------	6/3%	6/3%	8/3%	19/8%	16/7%	25/11%
Willingness to Accept Constructive Criticism	6/3%	14/6%	22/9%	24/10%	34/14%	38/16%	17/7%	13/6%	10/4%	17/7%
Others*	1/.3%	-----	1/.3%	2/.7%	1/.3%	2/.7%	1/.3%	-----	------	------

*Examples of "other" responses listed by managers: "ability to relate to listener;" "personality;" "positive attitude;" and, "getting along with others."

13. Success Characteristics for announcers

Number of Respondents: 233(80%) Number of Non-Respondents: 57(20%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	8/3%	17/7%	16/7%	42/18%	16/7%	22/9%	26/11%	19/8%	15/6%	3/1%
Aggressiveness	54/23%	44/19%	41/18%	20/9%	21/9%	13/6%	5/2%	4/2%	6/3%	1/.3%
Responsibility/Dependability	43/18%	58/25%	45/19%	28/12%	22/9%	15/6%	6/3%	5/2%	-----	-----
Initiative/Dedication	47/20%	43/18%	39/17%	31/13%	26/11%	15/6%	6/3%	3/1%	1/.3%	2/.7%
Quality of On-air Delivery	-----	-----	1/.3%	1/.3%	2/.7%	4/2%	5/2%	6/3%	8/3%	11/5%
25 w.p.m. Typing Ability	-----	-----	-----	2/.7%	5/2%	6/3%	7/3%	10/4%	14/6%	29/12%
Understanding FCC and FTC Rules and Regulations	1/.3%	-----	3/1%	5/2%	6/3%	5/2%	8/3%	6/3%	14/6%	27/12%
Copywriting Ability	-----	1/.3%	7/3%	9/4%	14/6%	22/9%	28/12%	25/11%	32/14%	16/7%
Effective Operation of Broadcast Equipment	-----	-----	-----	1/.3%	-----	1/.3%	3/1%	11/5%	8/3%	16/7%
Quality of Production Technique	-----	1/.3%	2/.7%	1/.3%	2/.7%	7/3%	8/3%	12/5%	17/7%	22/9%
Depth of Awareness of Competitive Media	3/1%	1/.3%	16/7%	13/6%	18/8%	22/9%	27/12%	30/13%	14/6%	15/6%
Willingness to Accept Constructive Criticism	2/.7%	2/.7%	15/6%	18/8%	16/7%	23/10%	28/12%	23/10%	20/9%	17/7%
Creativity of Marketing Strategies and Techniques	37/16%	25/11%	30/13%	25/11%	30/13%	27/12%	11/5%	17/7%	4/2%	1/.3%
Knowledge of Current Market Techniques	26/11%	27/12%	7/3%	29/12%	36/15%	24/10%	18/8%	7/3%	16/7%	3/1%
Others*	11/5%	2/.7%	1/.3%	2/.7%	1/.3%	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "proven sales success;" "aggressiveness;" "salesmanship;" "ability to sell;" "natural sales ability;" "understanding retail business;" and, "collection skills."

14. Success characteristics for sales persons

Number of Non-Respondents: 19(7%)

Number of Respondents: 271(93%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	75/28%	60/22%	27/10%	45/17%	21/8%	------
News	21/8%	78/29%	122/45%	33/12%	6/2%	-------
Announcing	17/6%	40/15%	71/26%	93/34%	23/8%	2/1%
Sales	158/58%	55/20%	22/8%	15/6%	8/3%	------
Clerical	1/.5%	7/3%	7/3%	42/15%	184/68%	2/1%
Others*	2/1%	------	------	------	------	1/.5%

*Examples of "other" responses listed by managers: See state listings for specific responses.

15. Positions most difficult to fill

Number of Non-Respondents: 28(10%)

Number of Respondents: 262(90%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	5/2%	9/3%	19/7%	61/23%	143/55%	-------
News	12/5%	67/26%	96/37%	53/20%	13/5%	------
Announcing	141/54%	84/32%	18/7%	7/3%	2/1%	-------
Sales	85/32%	54/21%	57/22%	38/15%	11/4%	------
Clerical	15/6%	39/15%	50/19%	77/29%	59/23%	------
Others*	2/1%	------	------	------	------	-------

*Examples of "other" responses listed by managers: See each state listings for specific responses.

16. Positions most frequently filled

ILLINOIS SMALL MARKET RESPONSES

Every small market, commercial radio station in the state of Illinois was surveyed (122 stations) and 80 stations returned the instrument for a response rate of 66%.

1. The number of years of full time radio station employment in which responding managers were engaged:

   A. Less than 2 years 2 (2%)*
   B. 2 to 5 years 10 (13%)
   C. 6 to 9 years 10 (13%)
   D. 10 to 15 years 17 (21%)
   E. More than 15 years 41 (51%)

2. Age at which respondents became station/general manager:

   A. Before age 25 18 (23%)
   B. Between 25 and 29 years of age 28 (35%)
   C. Between 30 and 34 years of age 19 (24%)
   D. Between 35 and 39 years of age 7 (9%)
   E. Between 40 and 45 years of age 6 (8%)
   F. Beyond age 45 2 (3%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 14 (18%)
   B. 2 to 5 years 20 (25%)
   C. 6 to 9 years 12 (15%)
   D. 10 to 15 years 16 (20%)
   E. More than 15 years 18 (23%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 35 (43%)
   B. Programming 8 (10%)
   C. Announcing 4 (5%)
   D. Production 0
   E. News 2 (3%)
   F. Engineering 8 (10%)
   G. Bookkeeping and Accounting 0
   H. Other (includes combinations of above areas) 22 (28%)
   I. No Response 1 (1%)

5. Attendance at a college/university:

   A. Attended 69 (86%)
   B. Did not attend 11 (14%)

*The first number is the total number of managers responding as indicated, while the second number is the percentage that numeral represents.

6. Descriptions of responding managers' higher educations:

A. Study in braodcasting but no degree was earned 3 (4%)
B. Some college study byt no degree earned 12 (15%)
C. Two-year broadcasting degree earned 1 (1%)
D. Two-year degree earned 0
E. Four-year broadcasting degree earned 18 (23%)
F. Four-year degree earned 22 (28%)
G. Graduate degree in broadcasting earned 0
H. Graduate advanced degree earned 6 (8%)
I. Graduate study but no advanced degree earned 5 (6%)
J. No Response 13 (16%)

(63% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your radio career?

A. Yes 61 (76%)
B. No 9 (11%)
C. No Response 10 (13%)

8. Number of full time employees on staffs of responding station/general managers' radio stations

A. Fewer than 5 persons 5 (6%)
B. 5 to 13 persons 36 (45%)
C. 14 to 24 persons 32 (40%)
D. 25 to 40 persons 5 (6%)
E. More than 40 persons 1 (1%)
F. No Response 1 (1%)

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 13 (16%)
B. Between $151.00 and $200.00 weekly 11 (14%)
C. Between $201.00 and $274.00 weekly 18 (23%)
D. Between $275.00 and $350.00 weekly 20 (25%)
E. Between $351.00 and $424.00 weekly 7 (9%)
F. Between $425.00 and $500.00 weekly 1 (1%)
G. More than $500.00 per week 1 (1%)
H. No Response 9 (11%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 7 (9%)
B. Between $151.00 and $200.00 weekly 25 (31%)
C. Between $201.00 and $274.00 weekly 36 (45%)
D. Between $275.00 and $350.00 weekly 7 (9%)
E. Between $351.00 and $424.00 weekly 3 (4%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 2 (3%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 5 (6%)
B. Between $151.00 and $200.00 weekly 30 (38%)
C. Between $201.00 and $274.00 weekly 36 (45%)
D. Between $275.00 and $350.00 weekly 5 (6%)
E. Between $351.00 and $424.00 weekly 2 (3%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 2 (3%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 19 (24%)
B. Between $151.00 and $200.00 weekly 20 (25%)
C. Between $201.00 and $274.00 weekly 17 (21%)
D. Between $275.00 and $350.00 weekly 10 (13%)
E. Between $351.00 and $424.00 weekly 2 (3%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 2 (3%)
H. No Response 10 (13%)

21. Average monthly amount of commission paid to sales employees:

A. Under $300.00 per month 11 (14%)
B. Between $300.00 and $500.00 monthly 18 (23%)
C. Between $501.00 and $800.00 monthly 12 (15%)
D. Between $801.00 and $1,500.00 monthly 20 (25%)
E. Between $1,501.00 and $2,500.00 monthly 12 (15%)
F. More than $2,500.00 per month 4 (5%)
G. No Response 3 (4%)

22. Do you give serious consideration to a college degree when hiring radio station personnel?

A. Yes 53 (66%)
B. No 25 (48%)
C. No Response 4 (5%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 38 (48%)
B. No 38 (48%)
C. No Response 4 (5%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 43 (54%)
B. College Degree in Broadcasting 1 (1%)
C. Both considered equally 27 (34%)
D. Neither is an important consideration 8 (10%)
E. No Response 1 (1%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Be willing to accept constructive criticism.

B. Be self-motivated.

C. Learn about many aspects of radio.

D. Gain experience at a commercial radio station while in college.

E. Get a variety of different types of radio experience in small markets and then move to bigger radio stations.

F. Learn to sell.

G. Learn how to type fast and accurately.

H. Get a degree in broadcasting from a good college.

I. Get a well-rounded college education.

J. Take marketing courses while in college.

K. Always desire to learn more.

L. Cooperate with your co-workers.

M. Set definite career goals.

Number of Respondents: 70(88%) Number of Non-Respondents: 10(12%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	23/33%	14/20%	17/24%	5/7%	7/10%	1/1%	1/1%	1/1%	------	------
Newswriting	18/26%	26/37%	17/24%	5/7%	------	2/3%	1/1%	------	------	------
25 w.p.m. Typing Ability	------	2/3%	3/4%	10/14%	14/20%	11/16%	11/16%	10/14%	4/6%	1/1%
Understanding of FCC Rules and Regulations	2/3%	2/3%	------	6/9%	4/6%	7/10%	6/9%	17/24%	11/16%	6/9%
Operation of Broadcast Equipment	1/1%	4/6%	5/7%	4/6%	11/16%	16/23%	10/14%	7/10%	6/9%	------
Knowledge of Ratings	------	------	------	1/1%	1/1%	1/1%	1/1%	1/1%	7/10%	34/49%
Production Technique	------	1/1%	4/6%	5/7%	13/19%	10/14%	17/24%	9/13%	3/4%	3/4%
Interviewing Technique	1/1%	7/10%	8/11%	19/22%	12/14%	9/13%	4/6%	5/7%	3/4%	------
Competitive Media Awareness	------	1/1%	1/1%	4/6%	------	4/6%	11/16%	9/13%	24/34%	5/7%
News Gathering Ability	18/26%	13/19%	15/21%	7/10%	7/10%	4/6%	------	2/3%	1/1%	------
Others*	7/10%	1/1%	1/1%	1/1%	------	------	------	1/1%	------	------

*Examples of "other" responses listed by managers: "knowledge of slander, fairness guidelines;" "knowledge of government;" "desire to improve;" "ability to deal with people;" and, "ability to think clearly under pressure."

9. Entry-level skills for news personnel

Number of Respondents: 70(88%) Number of Non-Respondents: 10(12%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	54/77%	10/14%	5/7%	-----	-----	-----	-----	-----	-----	-----
Copywriting	-----	3/4%	5/7%	8/11%	10/14%	17/24%	4/6%	6/9%	7/10%	-----
25 w.p.m. Typing Ability	-----	-----	2/3%	6/9%	11/16%	5/7%	13/19%	11/16%	7/10%	3/4%
Understanding of FCC Rules and Regulations	-----	4/6%	9/13%	14/20%	16/23%	8/11%	11/16%	2/3%	-----	-----
Operation of Broadcast Equipment	5/7%	34/49%	14/20%	5/7%	2/3%	5/7%	2/3%	-----	-----	-----
Knowledge of Ratings	-----	1/1%	-----	2/3%	5/7%	6/9%	7/10%	17/24%	16/23%	4/6%
Broadcast Engineering	-----	-----	-----	7/10%	10/14%	9/13%	8/11%	11/16%	12/14%	1/1%
Production Technique	1/1%	13/19%	33/47%	12/14%	2/3%	1/1%	4/6%	1/1%	-----	-----
Competitive Media Awareness	1/1%	1/1%	-----	8/11%	8/11%	9/13%	10/14%	8/11%	13/19%	1/1%
Others*	6/9%	3/4%	-----	3/4%	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "trade knowledge;" "well-read in a variety of topics;" "ability to read and speak clearly;" "grasp of programming approach;" and, "understanding what is read."

10. Entry-level skills for announcers .

Number of Respondents: 71(89%) Number of Non-Respondents: 9(11%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	-----	1/1%	1/1%	5/7%	9/13%	5/7%	7/10%	14/20%	3/4%	4/6%
Copywriting	8/11%	7/10%	15/21%	12/17%	8/11%	1/1%	4/6%	------	------	----
25 w.p.m. Typing Ability	1/1%	2/3%	7/10%	8/11%	9/13%	6/8%	7/10%	13/18%	2/3%	----
Understanding of FCC/FTC Rules and Regulations	1/1%	2/3%	11/15%	8/11%	11/15%	11/15%	10/14%	6/8%	2/3%	----
Operation of Broadcast Equipment	-----	------	-----	1/1%	6/8%	13/18%	14/20%	9/13%	5/7%	3/4%
Production Technique	-----	2/3%	4/6%	10/14%	9/13%	11/15%	6/8%	6/8%	5/7%	----
Competitive Media Awareness	4/6%	30/42%	12/17%	13/18%	1/1%	1/1%	2/3%	1/1%	2/3%	---
Marketing Technique	40/56%	20/28%	7/10%	1/1%	-----	2/3%	------	------	------	----
Others*	17/24%	5/7%	3/4%	2/3%	2/3%	-----	------	------	------	----

*Examples of "other" responses listed by managers: "knowledge of how to sell;" "basic knowledge of broadcast advertising;" "friendly and outgoing;" "coping with rejection;" "salesmanship;""aggressiveness;" "desire to achieve;" and, "organizational skills."

11. Entry-level skills for sales persons

Number of Respondents: 66(83%) Number of Non-Respondents: 14(17%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	4/6%	4/6%	5/8%	7/11%	6/9%	3/5%	7/11%	5/8%	3/5%	------
Aggressiveness	3/5%	9/14%	6/9%	6/9%	6/9%	2/3%	4/6%	6/9%	5/8%	3/5%
Responsibility/Dependability	25/38%	14/21%	5/8%	8/12%	5/8%	3/5%	2/3%	----	2/3%	------
Initiative/Dedication	15/23%	14/21%	13/20%	5/8%	4/6%	3/5%	5/8%	1/2%	1/2%	2/3%
Quality of On-air Delivery	6/9%	6/9%	4/6%	5/8%	9/14%	11/17%	3/5%	4/6%	5/8%	1/2%
25 w.p.m. Typing Ability	-----	------	1/2%	1/2%	2/3%	5/8%	4/6%	2/3%	5/8%	1/2%
Understanding of FCC Rules and Regulations	1/2%	1/2%	-----	-----	2/3%	4/6%	3/5%	-----	6/9%	2/3%
Newswriting Ability	4/6%	5/8%	12/18%	5/8%	9/14%	6/9%	2/3%	6/9%	2/3%	------
Quality of Interviewing Technique	----	1/2%	3/5%	8/12%	4/6%	5/8%	8/12%	7/11%	8/12%	4/6%
Quality of Production Technique	----	-----	------	1/2%	2/3%	2/3%	3/5%	8/12%	6/9%	6/9%
Effective Operation of Broadcast Equipment	-----	1/2%	1/2%	3/5%	2/3%	2/3%	2/3%	6/9%	2/3%	9/14%
Depth of Awareness of Competitive Media	-----	------	------	-----	2/3%	2/3%	4/6%	----	3/5%	3/5%
Depth of News Gathering Ability	5/8%	6/9%	6/9%	5/8%	7/11%	5/8%	4/6%	6/9%	2/3%	5/8%
Willingness to Accept Constructive Criticism	2/3%	2/3%	8/12%	4/6%	1/2%	8/12%	6/9%	4/6%	5/8%	2/3%
Others*	2/3%	1/2%	-----	2/3%	------	------	------	-----	------	-------

*Examples of "other" responses listed by managers: "intelligence;" "curiosity and interest;" "honesty;" and, "ability to work effectively under pressure."

12. Success characteristics for news personnel

Number of Respondents: 65(81%) Number of Non-Respondents: 15(19%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	2/3%	1/2%	7/11%	8/12%	3/5%	5/8%	8/12%	7/11%	5/8%	2/3%
Aggressiveness	1/2%	2/3%	3/5%	5/8%	3/5%	6/9%	10/15%	4/6%	3/5%	4/6%
Responsibility/Dependability	14/22%	10/15%	15/23%	17/26%	7/11%	2/3%	2/3%	2/3%	-----	1/2%
Initiative/Dedication	10/15%	13/20%	6/9%	7/11%	7/11%	8/12%	4/6%	3/5%	------	------
Quality of On-air Delivery	34/52%	8/12%	11/17%	4/6%	3/5%	------	------	-----	1/2%	-----
25 w.p.m. Typing Ability	------	2/3%	-----	------	1/2%	2/3%	------	2/3%	2/3%	12/18%
Understanding of FCC Rules and Regulations	-----	1/2%	-----	5/8%	6/9%	8/12%	2/3%	7/11%	3/5%	5/8%
Copywriting Ability	------	1/2%	2/3%	2/3%	-----	3/5%	5/8%	5/8%	8/12%	5/8%
Effective Operation of Broadcast Equipment	1/2%	13/20%	3/5%	9/14%	6/9%	4/6%	8/12%	6/9%	5/8%	1/2%
Broadcast Engineering Knowledge	-----	2/3%	2/3%	1/2%	3/5%	4/6%	2/3%	3/5%	4/6%	3/5%
Quality of Production Technique	1/2%	5/8%	10/15%	10/15%	10/15%	2/3%	6/9%	3/5%	3/5%	3/5%
Depth of Awareness of Competitive Media	-----	------	------	------	1/2%	----	3/5%	4/6%	10/15%	9/14%
Willingness to Accept Constructive Criticism	------	2/3%	10/15%	2/3%	7/11%	9/14%	5/8%	3/5%	7/11%	4/6%
Others*	1/2%	------	------	------	------	------	------	------	------	------

*Examples of "other" responses listed by managers: "personality."

13. Success characteristics for announcers

Number of Respondents: 63(79%) Number of Non-Respondents: 17(21%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	1/2%	4/6%	6/10%	14/22%	2/3%	8/13%	6/10%	4/6%	5/8%	1/2%
Aggressiveness	15/24%	11/17%	10/16%	7/11%	7/11%	3/5%	4/6%	-----	1/2%	1/2%
Responsibility/Dependability	13/21%	15/24%	10/16%	9/14%	9/14%	4/6%	2/3%	-----	-----	-----
Initiative/Dedication	11/17%	10/16%	17/27%	6/10%	10/16%	4/6%	------	2/3%	-----	1/2%
Quality of On-air Delivery	-----	-----	-----	------	1/2%	2/3%	1/2%	2/3%	1/2%	3/5%
25 w.p.m. Typing Ability	-----	-----	-----	------	1/2%	3/5%	4/6%	4/6%	4/6%	5/8%
Understanding FCC and FTC Rules and Regulations	-----	-----	1/2%	1/2%	1/2%	2/3%	4/6%	2/3%	4/6%	4/6%
Copywriting Ability	----	1/2%	3/5%	----	4/6%	10/16%	9/14%	5/8%	10/16%	5/8%
Effective Operation of Broadcast Equipment	-----	-----	------	1/2%	-----	-----	------	7/11%	4/6%	3/5%
Quality of Production Technique	-----	1/2%	1/2%	-----	-----	------	1/2%	9/14%	4/6%	9/14%
Depth of Awareness of Competitive Media	1/2%	1/2%	5/8%	3/5%	2/3%	2/3%	10/16	8/13%	9/14%	7/11%
Willingness to Accept Constructive Criticism	1/2%	-----	1/2%	5/8%	5/8%	7/11%	10/16%	6/10%	2/3%	8/13%
Creativity of Marketing Strategies and Techniques	12/19%	9/14%	7/11%	7/11%	8/13%	8/13%	1/2%	5/8%	2/3%	1/2%
Knowledge of Current Market Techniques	8/13%	10/16%	2/3%	7/11%	12/19%	7/11%	5/8%	1/2%	5/8%	1/2%
Others*	4/6%	1/2%	------	1/2%	-----	------	------	------	------	------

*Examples of "other" responses listed by managers: "personality and appearance;" "honesty in selling;" "ability to sell;" and, "sales initiative."

14. Success characteristics for sales persons

Number of Non-Respondents: 4(5%)

Number of Respondents: 76(95%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	21/28%	20/26%	9/12%	15/20%	8/11%	-------
News	5/7%	20/26%	33/43%	15/20%	2/3%	--------
Announcing	4/5%	16/21%	20/26%	28/37%	5/7%	1/1%
Sales	49/64%	12/16%	6/8%	7/9%	------	-------
Clerical	-----	4/5%	4/5%	8/11%	53/69%	1/1%
Others*	------	------	------	------	------	-------

*Examples of "other" responses listed by managers: None

15. Positions most difficult to fill

Number of Non-Respondents: 11(14%)

Number of Respondents: 69(86%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	2/3%	3/4%	5/7%	13/19%	42/61%	-------
News	4/6%	15/22%	30/43%	16/23%	1/1%	-------
Announcing	29/42%	31/45%	3/4%	3/4%	1/1%	-------
Sales	32/46%	13/19%	11/16%	8/12%	2/3%	-------
Clerical	3/4%	6/9%	16/23%	23/33%	17/25%	-------
Others*	------	------	------	------	------	-------

*Examples of "other" responses listed by managers: None

16. Positions which must most frequently be filled

INDIANA SMALL MARKET RESPONSES

Every small market, commercial radio station in the state of Indiana was surveyed (95 stations) and 47 stations returned the instrument for a response rate of 49%.

1. The number of years of full time radio station employment in which responding managers were engaged:

   A. Less than 2 years 0
   B. 2 to 5 years 4 (9%)*
   C. 6 to 9 years 2 (4%)
   D. 10 to 15 years 11 (23%)
   E. More than 15 years 30 (64%)

2. Age at which respondents became station/general manager:

   A. Before age 25 6 (13%)
   B. Between 25 and 29 years of age 11 (23%)
   C. Between 30 and 34 years of age 9 (19%)
   D. Between 35 and 39 years of age 14 (30%)
   E. Between 40 and 45 years of age 6 (13%)
   F. Beyond age 45 1 (2%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 7 (15%)
   B. 2 to 5 years 15 (32%)
   C. 6 to 9 years 9 (19%)
   D. 10 to 15 years 4 (9%)
   E. More than 15 years 12 (26%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 13 (28%)
   B. Programming 4 (9%)
   C. Announcing 4 (9%)
   D. Production 0
   E. News 5 (11%)
   F. Engineering 1 (2%)
   G. Bookkeeping and Accounting 1 (2%)
   H. Other (includes combinations of above areas) 19 (40%)

5. Attendance at a college/university:

   A. Attended 35 (74%)
   B. Did not attend 12 (26%)

*The first number is the total number of managers responding as indicated, while the second number is the percentage that numeral represents.

6. Descriptions of responding managers' higher educations:

A. Study in broadcasting but no degree was earned 3 (6%)
B. Some college study but no degree earned 10 (21%)
C. Two-year broadcasting degree earned 0
D. Two-year degree earned 1 (2%)
E. Four-year broadcasting degree earned 3 (6%)
F. Four-year degree earned 11 (23%)
G. Graduate degree in broadcasting earned 3 (6%)
H. Graduate advanced degree earned 3 (6%)
I. Graduate study but no advanced degree earned 2 (4%)
J. No Response 11 (23%)

(47% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your radio career?

A. Yes 31 (66%)
B. No 5 (11%)
C. No Response 11 (23%)

8. Number of full time employees on staffs of responding station/general managers' radio stations:

A. Fewer than 5 persons 0
B. 5 to 13 persons 29 (68%)
C. 14 to 24 persons 12 (26%)
D. 25 to 40 persons 5 (11%)
E. More than 40 persons 0
F. No Response 1 (2%)

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 7 (15%)
B. Between $151.00 and $200.00 weekly 11 (23%)
C. Between $201.00 and $274.00 weekly 7 (15%)
D. Between $275.00 and $350.00 weekly 13 (28%)
E. Between $351.00 and $424.00 weekly 2 (4%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 1 (2%)
H. No Response 6 (13%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 6 (13%)
B. Between $151.00 and $200.00 weekly 18 (38%)
C. Between $201.00 and $274.00 weekly 16 (34%)
D. Between $275.00 and $350.00 weekly 3 (6%)
E. Between $351.00 and $424.00 weekly 1 (2%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 3 (6%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 6 (13%)
B. Between $151.00 and $200.00 weekly 21 (45%)
C. Between $201.00 and $274.00 weekly 16 (34%)
D. Between $275.00 and $350.00 weekly 1 (2%)
E. Between $351.00 and $424.00 weekly 0
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 3 (6%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 9 (19%)
B. Between $151.00 and $200.00 weekly 13 (28%)
C. Between $201.00 and $274.00 weekly 7 (15%)
D. Between $275.00 and $350.00 weekly 4 (9%)
E. Between $351.00 and $424.00 weekly 1 (2%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 13 (28%)

21. Average monthly commission paid to sales employees:

A. Under #300.00 per month 6 (13%)
B. Between $300.00 and $500.00 monthly 10 (21%)
C. Between $501.00 and $800.00 monthly 9 (19%)
D. Between $801.00 and $1,500.00 monthly 10 (21%)
E. Between $1,501.00 and $2,500.00 monthly 8 (17%)
F. More than $2,500.00 per month 0
G. No Response 4 (9%)

22. Do you give serious consideration to a college degree when hiring radio station personnel?

A. Yes 29 (62%)
B. No 16 (34%)
C. No Response 2 (4%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 19 (40%)
B. No 28 (60%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 30 (64%)
B. College Degree in Broadcasting 0
C. Both considered equally 14 (30%)
D. Neither is an important consideration 1 (2%)
E. No Response 2 (4%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Accept constructive criticism willingly.

B. Gain some understanding of all aspects of radio.

C. Get a good liberal arts education.

D. Be dedicated to your job.

E. Start at a small station, learn many facets, and then move to a bigger station.

F. Take college courses in liberal arts and business.

G. Gain commercial radio experience while in college.

H. Get a business major and a broadcasting minor in college.

I. Get a college degree in broadcasting.

J. Take courses in marketing in college.

K. Set particular career goals and objectives.

L. Always want to learn more.

M. Try to cooperate with co-workers.

Number of Respondents: 46(98%) Number of Non-Respondents: 1(2%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	17/37%	5/11%	14/30%	7/15%	2/4%	1/2%	----	----	----	----
Newswriting	6/13%	21/46%	9/20%	6/13%	3/7%	----	----	----	----	----
25 w.p.m. Typing Ability	1/2%	4/9%	3/7%	6/13%	3/7%	6/13%	6/13%	4/9%	8/17%	----
Understanding of FCC Rules and Regulations	2/4%	----	1/2%	3/7%	3/7%	5/11%	6/13%	10/22%	7/15%	4/9%
Operation of Broadcast Equipment	2/4%	3/7%	----	4/9%	8/17%	6/13%	7/15%	7/15%	4/9%	1/2%
Knowledge of Ratings	----	----	----	----	----	----	----	1/2%	9/20%	20/43%
Production Technique	----	----	1/2%	3/7%	11/24%	9/20%	11/24%	4/9%	1/2%	2/4%
Interviewing Technique	----	4/9%	3/7%	15/33%	10/22%	5/11%	4/9%	2/4%	1/2%	----
Competitive Media Awareness	----	----	----	----	2/4%	6/13%	3/7%	9/20%	7/15%	5/11%
News Gathering Ability	13/28%	7/15%	13/28%	3/7%	2/4%	3/7%	2/4%	1/2%	----	1/2%
Others*	5/11%	----	1/2%	----	----	----	1/2%	1/2%	----	1/2%

*Examples of "other" responses listed by managers: "sales;" "business appreciation;" "working effectively with others;" "dependability;" and, "awareness of the law."

9. Entry-level skills for news personnel

Number of Respondents: 46(98%) Number of Non-Respondents: 1(2%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	38/83%	5/11%	3/7%	-----	-----	-----	-----	-----	-----	-----
Copywriting	-----	3/7%	4/9%	6/13%	8/17%	6/13%	5/11%	4/9%	4/9%	-----
25 w.p.m. Typing Ability	-----	-----	3/7%	4/9%	4/9%	3/7%	2/4%	9/20%	9/20%	3/7%
Understanding of FCC Rules and Regulations	1/2%	4/9%	3/7%	13/28%	6/13%	7/15%	2/4%	5/11%	1/2%	-----
Operation of Broadcast Equipment	1/2%	22/48%	10/22%	6/13%	5/11%	1/2%	-----	-----	-----	-----
Knowledge of Ratings	-----	-----	-----	-----	3/7%	6/13%	7/15%	5/11%	13/28%	-----
Broadcast Engineering	-----	-----	-----	6/13%	4/9%	7/15%	9/20%	5/11%	3/7%	1/2%
Production Technique	-----	10/22%	23/50%	4/9%	5/11%	3/7%	-----	-----	-----	1/2%
Competitive Media Awareness	1/2%	1/2%	-----	4/9%	7/15%	4/9%	11/24%	6/13%	3/7%	-----
Others*	5/11%	-----	-----	-----	-----	2/4%	-----	-----	1/2%	1/2%

*Examples of "other" responses listed by managers: "willingness to learn;" "work well in all areas;" and, "attitude."

10. Entry-level skills for announcing personnel

Number of Respondents: 45(96%) Number of Non-Respondents: 2(4%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	-----	-------	1/2%	2/4%	5/11%	8/18%	8/18%	5/11%	1/2%	1/2%
Copywriting	-----	11/24%	14/31%	4/9%	3/7%	3/7%	2/4%	-----	1/2%	----
25 w.p.m. Typing Ability	1/2%	------	3/7%	6/13%	6/13%	3/7%	4/9%	7/16%	1/2%	1/2%
Understanding of FCC/FTC Rules and Regulations	1/2%	1/2%	5/11%	8/18%	1/2%	4/9%	6/13%	7/16%	1/2%	----
Operation of Broadcast Equipment	-----	------	-----	2/4%	5/11%	7/16%	7/16%	8/18%	1/2%	1/2%
Production Technique	-----	------	3/7%	9/20%	9/20%	4/9%	4/9%	3/7%	2/4%	----
Competitive Media Awareness	3/7%	18/40%	11/24%	5/11%	3/7%	2/4%	1/2%	-----	1/2%	----
Marketing Technique	28/62%	10/22%	3/7%	1/2%	1/2%	2/4%	1/2%	-----	1/2%	----
Others*	12/27%	3/7%	2/4%	-----	------	-----	------	-----	------	----

*Examples of "other" responses listed by managers: "knowledge of retail business;" "sales ability;" "self-organization;" "creativity;" "business comprehension;" "collection technique;" "sales experience;" "selling technique;" and, "desire to sell."

11. Entry-level skills for sales persons

Number of Respondents: 38(81%) Number of Non-Respondents: 9(19%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	4/11%	3/8%	4/11%	5/13%	2/5%	1/3%	-----	4/11%	1/3%	3/8%
Aggressiveness	1/3%	4/11%	9/24%	5/13%	2/5%	3/8%	1/3%	1/3%	4/11%	1/3%
Responsibility/Dependability	11/29%	11/29%	7/18%	1/3%	2/5%	2/5%	1/3%	1/3%	------	1/3%
Initiative/Dedication	8/21%	5/13%	4/11%	9/24%	3/8%	2/5%	4/11%	2/5%	------	------
Quality of On-air Delivery	5/13%	4/11%	3/8%	3/8%	3/8%	7/18%	2/5%	3/8%	3/8%	-------
25 w.p.m. Typing Ability	-----	------	1/3%	-----	------	1/3%	4/11%	5/13%	5/13%	5/13%
Understanding of FCC Rules and Regulations	-----	------	------	1/3%	2/5%	1/3%	2/5%	-----	3/8%	1/3%
Newswriting Ability	2/5%	2/5%	3/8%	6/16%	8/21%	7/18%	3/8%	4/11%	------	1/3%
Quality of Interviewing Technique	-----	2/5%	------	1/3%	4/11%	4/11%	5/13%	2/5%	4/11%	5/13%
Quality of Production Technique	-----	------	1/3%	1/3%	-----	2/5%	2/5%	3/8%	2/5%	3/8%
Effective Operation of Broadcast Equipment	-----	------	------	------	2/5%	1/3%	2/5%	2/5%	1/3%	6/16%
Depth of Awareness of Competitive Media	----	1/3%	1/3%	-----	------	1/3%	1/3%	1/3%	3/8%	3/8%
Depth of News Gathering Ability	4/11%	3/8%	3/8%	5/13%	3/8%	2/5%	3/8%	5/13%	3/8%	1/3%
Willingness to Accept Constructive Criticism	2/5%	3/8%	3/8%	3/8%	5/13%	1/3%	5/13%	2/5%	3/8%	2/5%
Others*	1/3%	------	------	------	1/3%	------	------	------	------	------

*Examples of "other" responses listed by managers: "legal system knowledge;" and, "understanding of business world."

12. Success Characteristics for news persons

Number of Respondents: 38(81%) Number of Non-Respondents: 9(19%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	1/3%	1/3%	1/3%	2/5%	6/16%	5/13%	4/11%	2/5%	4/11%	1/3%
Aggressiveness	----	----	1/3%	4/11%	2/5%	1/3%	1/3%	6/16%	4/11%	4/11%
Responsibility/Dependability	9/24%	10/26%	5/13%	6/16%	4/11%	----	2/5%	----	1/3%	-----
Initiative/Dedication	3/8%	9/24%	8/21%	5/13%	3/8%	3/8%	3/8%	1/3%	----	----
Quality of On-air Delivery	22/58%	5/13%	6/16%	2/5%	1/3%	----	1/3%	1/3%	----	----
25 w.p.m. Typing Ability	----	----	----	----	----	----	1/3%	5/13%	1/3%	6/16%
Understanding of FCC Rules and Regulations	1/3%	----	1/3%	2/5%	1/3%	3/8%	6/16%	3/8%	4/11%	2/5%
Copywriting Ability	----	----	1/3%	----	2/5%	1/3%	4/11%	3/8%	6/16%	5/13%
Effective Operation of Broadcast Equipment	----	5/13%	3/8%	7/18%	5/13%	1/3%	4/11%	2/5%	6/16%	----
Broadcast Engineering Knowledge	----	----	----	1/3%	----	1/3%	----	4/11%	1/3%	9/24%
Quality of Production Technique	----	5/13%	7/18%	3/8%	6/16%	7/18%	3/8%	2/5%	1/3%	----
Depth of Awareness of Competitive Media	1/3%	----	----	----	3/8%	2/5%	2/5%	1/3%	3/8%	3/8%
Willingness to Accept Constructive Criticism	1/3%	3/8%	5/13%	6/16%	3/8%	9/24%	2/5%	4/11%	----	----
Others*	----	----	----	----	----	----	----	----	----	----

*Examples of "other" responses listed by managers: None

13. Success Characteristics for announcers

Number of Respondents: 40(85%) Number of Non-Respondents: 7(15%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	3/8%	3/8%	------	2/5%	3/8%	3/8%	5/13%	7/18%	4/10%	1/3%
Aggressiveness	8/20%	7/18%	6/15%	3/8%	4/10%	2/5%	------	1/3%	3/8%	-------
Responsibility/Dependability	6/15%	8/20%	9/23%	4/10%	2/5%	5/13%	-----	3/8%	------	-------
Initiative/Dedication	8/20%	6/15%	5/13%	10/25%	5/13%	------	2/5%	-----	------	-------
Quality of On-air Delivery	-----	------	------	1/3%	-----	------	------	-----	3/8%	1/3%
25 w.p.m. Typing Ability	-----	------	------	1/3%	1/3%	-----	1/3%	2/5%	1/3%	7/18%
Understanding FCC and FTC Rules and Regulations	-----	------	------	------	4/10%	1/3%	-----	1/3%	1/3%	3/8%
Copywriting Ability	-----	------	2/5%	1/3%	2/5%	4/10%	6/15%	3/8%	7/18%	1/3%
Effective Operation of Broadcast Equipment	-----	------	------	------	-----	1/3%	-----	1/3%	------	4/10%
Quality of Production Technique	-----	------	------	1/3%	1/3%	1/3%	3/8%	-----	5/13%	4/10%
Depth of Awareness of Competitive Media	-----	------	6/15%	4/10%	3/8%	5/13%	3/8%	5/13%	3/8%	4/10%
Willingness to Accept Constructive Criticism	-----	1/3%	7/18%	2/5%	2/5%	7/18%	5/13%	4/10%	1/3%	2/5%
Creativity of Marketing Strategies and Techniques	7/18%	8/20%	5/13%	5/13%	4/10%	1/3%	4/10%	2/5%	------	-------
Knowledge of Current Market Techniques	6/15%	7/18%	------	5/13%	7/18%	4/10%	3/8%	3/8%	2/5%	-------
Others*	2/5%	------	------	------	------	------	------	------	------	-------

*Examples of "other" responses listed by managers: "natural sales ability;" and, "selling skills."

Number of Non-Respondents: 2(4%)

Number of Respondents: 45(96%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	11/24%	13/29%	3/7%	13/29%	4/9%	-------
News	6/13%	11/24%	21/47%	6/13%	------	-------
Announcing	2/4%	9/20%	14/31%	16/36%	2/4%	-------
Sales	26/58%	11/24%	4/9%	3/7%	------	-------
Clerical	------	1/2%	2/4%	4/9%	34/76%	1/2%
Others*	------	------	------	------	1/2%	-------

*Examples of "other" responses listed by managers: "management."

15. Positions in radio most difficult to fill

Number of Non-Respondents: 3(6%)

Number of Respondents: 44(94%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	1/2%	2/5%	4/9%	9/20%	26/59%	-------
News	1/2%	19/43%	15/34%	8/18%	3/7%	-------
Announcing	23/52%	15/34%	4/9%	------	1/2%	-------
Sales	12/27%	8/18%	13/30%	9/20%	1/2%	-------
Clerical	7/16%	1/2%	7/16%	17/39%	11/25%	------
Others*	------	------	------	------	------	1/2%

*Examples of "other" responses listed by managers: "management."

16. Positions in radio that must most frequently be filled

IOWA SMALL MARKET RESPONSES

Every small market, commercial radio station in the state of Iowa was surveyed (84 stations) and 44 stations returned the instrument for a response rate of 52%.

1. The number of years of full time radio station employment in which responding managers were engaged:

   A. Less than 2 years 1 (2%)*
   B. 2 to 5 years 3 (7%)
   C. 6 to 9 years 5 (11%)
   D. 10 to 15 years 8 (18%)
   E. More than 15 years 27 (61%)

2. Age at which respondents became station/general manager:

   A. Before age 25 4 (9%)
   B. Between 25 and 29 years of age 12 (27%)
   C. Between 30 and 34 years of age 15 (34%)
   D. Between 35 and 39 years of age 5 (11%)
   E. Between 40 and 45 years of age 1 (2%)
   F. Beyond age 45 7 (6%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 9 (20%)
   B. 2 to 5 years 6 (14%)
   C. 6 to 9 years 6 (13%)
   D. 10 to 15 years 9 (20%)
   E. More than 15 years 14 (32%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 17 (39%)
   B. Programming 5 (11%)
   C. Announcing 2 (5%)
   D. Production 2 (5%)
   E. News 2 (5%)
   F. Engineering 0
   G. Bookkeeping and Accounting 3 (7%)
   H. Other (includes combinations of above areas) 13 (30%)

5. Attendance at a college/university:

   A. Attended 35 (80%)
   B. Did not attend 9 (20%)

*The first number is the total number of managers responding as indicated, while the second number is the percentage that numeral represents.

6. Descriptions of responding managers' higher educations:

A. Study in broadcasting but no degree earned 6 (14%)
B. Some college study but no degree earned 8 (18%)
C. Two-year broadcasting degree earned 0
D. Two-year degree earned 1 (2%)
E. Four-year broadcasting degree earned 1 (2%)
F. Four-year degree earned 13 (30%)
G. Graduate degree in broadcasting earned 2 (5%)
H. Graduate advanced degree earned 3 (7%)
I. Graduate study but no advanced degree earned 1 (2%)
J. No Response 9 (20%)

(46% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your radio career?

A. Yes 29 (66%)
B. No 5 (11%)
C. No Response 10 (23%)

8. Number of full time employees on staffs of responding station/general managers' radio stations:

A. Fewer than 5 persons 2 (5%)
B. 5 to 13 persons 18 (41%)
C. 14 to 24 persons 16 (36%)
D. 25 to 40 persons 8 (18%)
E. More than 40 persons 0

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 4 (9%)
B. Between $151.00 and $200.00 weekly 5 (11%)
C. Between $201.00 and $274.00 weekly 12 (27%)
D. Between $275.00 and $350.00 weekly 12 (27%)
E. Between $351.00 and $424.00 weekly 3 (7%)
F. Between $425.00 and $500.00 weekly 1 (2%)
G. More than $500.00 per week 0
H. No Response 7 (16%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 3 (7%)
B. Between $151.00 and $200.00 weekly 8 (18%)
C. Between $201.00 and $274.00 weekly 19 (43%)
D. Between $275.00 and $350.00 weekly 8 (18%)
E. Between $351.00 and $424.00 weekly 2 (5%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 4 (9%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 2 (5%)
B. Between $151.00 and $200.00 weekly 18 (41%)
C. Between $201.00 and $274.00 weekly 16 (36%)
D. Between $275.00 and $350.00 weekly 3 (7%)
E. Between $351.00 and $424.00 weekly 1 (2%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 4 (9%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 2 (5%)
B. Between $151.00 and $200.00 weekly 7 (16%)
C. Between $201.00 and $274.00 weekly 9 (20%)
D. Between $275.00 and $350.00 weekly 4 (9%)
E. Between $351.00 and $424.00 weekly 3 (7%)
F. Between $425.00 and $500.00 weekly 2 (5%)
G. More than $500.00 per week 0
H. No Response 17 (39%)

21. Average monthly commission paid to sales employees:

A. Under $300.00 per month 0
B. Between $300.00 and $500.00 monthly 5 (11%)
C. Between $501.00 and $800.00 monthly 8 (18%)
D. Between $801.00 and $1,500.00 monthly 14 (32%)
E. Between $1,501.00 and $2,500.00 monthly 7 (16%)
F. More than $2,500.00 per month 1 (2%)
G. No Response 9 (20%)

22. Do you give serious consideration to a college degree when hiring radio station personnel:

A. Yes 23 (52%)
B. No 17 (39%)
C. No Response 4 (9%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 28 (64%)
B. No 15 (34%)
C. No Response 1 (2%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 21 (48%)
B. College Degree in Broadcasting 0
C. Both considered equally 17 (39%)
D. Neither is an important consideration 3 (7%)
E. No Response 3 (7%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Be a good listener.

B. Aggressiveness.

C. Gain experience in commercial radio while in college.

D. Be flexible and gain a wide understanding of many facets of radio.

E. Ability to deal with a variety of people.

F. Be dedicated and committed to your job.

G. Be willing to accept constructive criticism.

H. Learn as many phases of radio as possible in a small market first and then move to bigger stations.

I. Get as much practical experience in broadcasting as possible.

J. Set specific career goals.

K. Always desire to learn more.

L. Cooperate with your co-workers.

Number of Respondents: 35(80%) Number of Non-Respondents: 9(20%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	17/49%	5/14%	12/34%	2/6%	-----	1/3%	-----	-----	-----	-----
Newswriting	6/17%	17/49%	7/20%	-----	3/9%	1/3%	-----	-----	1/3%	----
25 w.p.m. Typing Ability	1/3%	1/3%	2/6%	4/11%	6/17%	6/17%	4/11%	5/14%	1/3%	1/3%
Understanding of FCC Rules and Regulations	------	1/3%	2/6%	1/3%	2/6%	3/9%	1/3%	7/20%	7/20%	1/3%
Operation of Broadcast Equipment	------	3/9%	2/6%	3/9%	4/11%	3/9%	9/26%	2/6%	1/3%	-----
Knowledge of Ratings	------	------	------	------	------	1/3%	-----	1/3%	7/20%	13/37%
Production Technique	------	1/3%	1/3%	1/3%	5/14%	4/11%	8/23%	5/14%	2/6%	-----
Interviewing Technique	------	2/6%	------	15/43%	7/20%	4/11%	1/3%	1/3%	----	1/3%
Competitive Media Awareness	------	------	1/3%	1/3%	4/11%	4/11%	3/9%	2/6%	4/11%	7/20%
News Gathering Ability	11/31%	4/11%	8/23%	5/14%	2/6%	2/6%	-----	1/3%	-----	-----
Others*	1/3%	2/6%	1/3%	1/3%	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "common sense;" "ability to get along with people;" and, "getting along with other individuals."

9. Entry-level skills for news persons

Number of Respondents: 38(86%) Number of Non-Respondents: 6(14%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	35/92%	1/3%	2/6%	-----	-----	-----	-----	-----	-----	-----
Copywriting	-----	-----	2/6%	7/18%	4/11%	3/8%	6/16%	5/13%	2/5%	-----
25 w.p.m. Typing Ability	-----	-----	-----	3/8%	2/6%	4/11%	5/13%	7/18%	4/11%	1/3%
Understanding of FCC Rules and Regulations	1/3%	2/6%	5/13%	9/24%	6/16%	3/8%	1/3%	4/11%	-----	-----
Operation of Broadcast Equipment	-----	20/53%	12/32%	2/6%	-----	-----	2/6%	-----	-----	-----
Knowledge of Ratings	-----	-----	-----	-----	4/11%	4/11%	3/8%	2/6%	9/24%	2/6%
Broadcast Engineering	-----	-----	1/3%	3/8%	4/11%	7/18%	4/11%	1/3%	5/13%	-----
Production Technique	-----	12/32%	16/42%	6/16%	2/6%	-----	-----	-----	-----	-----
Competitive Media Awareness	-----	1/3%	-----	1/3%	5/13%	5/13%	5/13%	4/11%	2/6%	2/6%
Others*	2/6%	1/3%	-----	2/6%	1/3%	-----	-----	1/3%	-----	1/3%

*Examples of "other" responses listed by managers: "spontaneity;" "common sense;" "intelligence;" "ability to get along with people;" "flexibility;" "awareness of community;" "interpersonal communication skills;" and, "getting along with staff."

10. Entry-level skills for announcers

Number of Respondents: 33(75%) Number of Non-Respondents: 11(25%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	-----	-----	-----	-----	2/6%	4/12%	3/9%	6/18%	2/6%	----
Copywriting	1/3%	6/18%	8/14%	5/15%	3/9%	1/3%	2/6%	-----	-----	----
25 w.p.m. Typing Ability	-----	-----	2/6%	7/21%	6/18%	2/6%	3/9%	2/6%	-----	----
Understanding of FCC/FTC Rules and Regulations	-----	-----	6/18%	2/6%	2/6%	2/6%	-----	4/12%	3/9%	----
Operation of Broadcast Equipment	-----	-----	-----	1/3%	2/6%	5/15%	6/18%	3/9%	2/6%	-----
Production Technique	-----	2/6%	-----	4/12%	5/15%	5/15%	4/12%	1/3%	-----	-----
Competitive Media Awareness	4/12%	10/30%	11/33%	3/9%	1/3%	-----	-----	1/3%	-----	-----
Marketing Technique	16/48%	11/33%	-----	3/9%	1/3%	-----	-----	-----	-----	-----
Others*	12/36%	3/9%	1/3%	-----	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "desire to be a sales person;" "self-motivated;" "positive attitude;" "sales ability;" "enthusiasm;" "selt-starter;" "general advertising knowledge;" and, "intelligence."

11. Entry-level skills for sales persons

Number of Respondents: 33(75%) Number of Non-Respondents: 11(25%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	-----	1/3%	1/3%	9/27%	4/12%	2/6%	1/3%	1/3%	4/12%	2/6%
Aggressiveness	4/12%	3/9%	3/9%	2/6%	4/12%	4/12%	3/9%	2/6%	-----	-----
Responsibility/Dependability	12/36%	8/24%	1/3%	4/12%	3/9%	3/9%	-----	-----	-----	-----
Initiative/Dedication	7/21%	7/21%	6/18%	1/3%	1/3%	2/6%	2/6%	1/3%	-----	-----
Quality of On-air Delivery	4/12%	4/12%	5/15%	2/6%	6/18%	4/12%	3/9%	----	1/3%	------
25 w.p.m. Typing Ability	-----	-----	------	1/3%	2/6%	1/3%	1/3%	----	3/9%	4/12%
Understanding of FCC Rules and Regulations	-----	------	------	1/3%	----	------	1/3%	1/3%	------	3/9%
Newswriting Ability	2/6%	7/21%	4/12%	6/18%	3/9%	2/6%	3/9%	4/12%	-----	-----
Quality of Interviewing Technique	----	-----	3/9%	-----	4/12%	2/6%	5/15%	4/12%	5/15%	3/9%
Quality of Production Technique	-----	-----	-----	-----	-----	1/3%	2/6%	1/3%	5/15%	4/12%
Effective Operation of Broadcast Equipment	-----	-----	-----	-----	1/3%	1/3%	1/3%	4/12%	3/9%	5/15%
Depth of Awareness of Competitive Media	----	------	1/3%	-----	------	-----	1/3%	2/6%	2/6%	------
Depth of News Gathering Ability	2/6%	2/6%	4/12%	2/6%	2/6%	3/9%	6/18%	2/6%	3/9%	1/3%
Willingness to Accept Constructive Criticism	1/3%	-----	4/12%	4/12%	1/3%	1/3%	------	6/18%	1/3%	5/15%
Others*	2/6%	-----	1/3%	-----	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "ability to get along with people;" and, "positive attitude."

12. Success characteristics for news persons

Number of Respondents: 34(72%) Number of Non-Respondents: 10(23%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	------	1/3%	4/12%	4/12%	3/9%	3/9%	5/15%	3/9%	5/15%	1/3%
Aggressiveness	1/3%	2/6%	2/6%	1/3%	2/6%	1/3%	2/6%	4/12%	6/18%	3/9%
Responsibility/Dependability	14/41%	8/24%	3/9%	4/12%	1/3%	------	------	------	------	1/3%
Initiative/Dedication	4/12%	9/26%	6/18%	3/9%	2/6%	2/6%	3/9%	------	------	1/3%
Quality of On-air Delivery	14/41%	7/21%	6/18%	1/3%	4/12%	1/3%	------	------	------	------
25 w.p.m. Typing Ability	------	------	------	------	------	1/3%	1/3%	1/3%	1/3%	3/9%
Understanding of FCC Rules and Regulations	------	1/3%	2/6%	------	1/3%	2/6%	-----	3/9%	5/15%	3/9%
Copywriting Ability	------	1/3%	1/3%	------	------	1/3%	2/6%	-----	3/9%	5/15%
Effective Operation of Broadcast Equipment	------	1/3%	4/12%	7/21%	3/9%	6/18%	4/12%	2/6%	1/3%	1/3%
Broadcast Engineering Knowledge	------	------	------	1/3%	------	2/6%	2/6%	4/12%	------	3/9%
Quality of Production Technique	------	3/9%	3/9%	6/18%	9/26%	1/3%	4/12%	1/3%	1/3%	1/3%
Depth of Awareness of Competitive Media	------	------	1/3%	------	1/3%	1/3%	------	2/6%	1/3%	3/9%
Willingness to Accept Constructive Criticism	2/6%	3/9%	1/3%	5/15%	5/15%	6/18%	3/9%	2/6%	------	1/3%
Others*	------	------	1/3%	1/3%	1/3%	------	------	------	------	------

*Examples of "other" responses listed by managers: "ability to get along with others;" "personal appearance and spontaneity;" "positive attitude;" and, "getting along with other employees."

13. Success characteristics for announcers

Number of Respondents: 33(75%) Number of Non-Respondents: 11(25%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	-----	3/9%	3/9%	5/15%	5/15%	3/9%	4/12%	1/3%	1/3%	-------
Aggressiveness	11/33%	3/9%	6/18%	3/9%	3/9%	4/12%	-----	-----	1/3%	-------
Responsibility/Dependability	5/15%	9/27%	6/18%	8/24%	2/6%	1/3%	1/3%	-----	-----	-------
Initiative/Dedication	5/15%	9/27%	4/12%	2/6%	4/12%	3/9%	3/9%	-----	-----	-------
Quality of On-air Delivery	-----	-----	-----	-----	-----	1/3%	1/3%	1/3%	1/3%	1/3%
25 w.p.m. Typing Ability	-----	-----	-----	-----	1/3%	-----	1/3%	1/3%	3/9%	4/12%
Understanding FCC and FTC Rules and Regulations	-----	-----	1/3%	1/3%	1/3%	-----	1/3%	1/3%	2/6%	3/9%
Copywriting Ability	-----	-----	-----	-----	-----	2/6%	3/9%	4/12%	4/12%	2/6%
Effective Operation of Broadcast Equipment	-----	-----	-----	-----	-----	2/6%	3/9%	4/12%	4/12%	2/6%
Quality of Production Technique	-----	-----	-----	-----	1/3%	-----	1/3%	2/6%	3/9%	-------
Depth of Awareness of Competitive Media	-----	-----	2/6%	1/3%	2/6%	6/18%	3/9%	3/9%	-----	2/6%
Willingness to Accept Constructive Criticism	-----	1/3%	2/6%	4/12%	3/9%	-----	4/12%	2/6%	2/6%	2/6%
Creativity of Marketing Strategies and Techniques	7/21%	1/3%	7/21%	3/9%	2/6%	3/9%	-----	4/12%	1/3%	-------
Knowledge of Current Market Techniques	4/12%	8/24%	-----	5/15%	3/9%	1/3%	2/6%	-----	1/3%	1/3%
Others*	-----	-----	-----	-----	-----	-----	-----	-----	-----	-------

*Examples of "other" responses listed by managers:

Number of Non-Respondents: 5(11%)

Number of Respondents: 39(89%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	13/33%	8/21%	6/15%	7/18%	1/3%	-------
News	3/8%	11/28%	17/52%	4/10%	------	-------
Announcing	1/3%	6/15%	10/26%	13/33%	5/13%	1/3%
Sales	20/51%	8/21%	2/5%	2/5%	2/5%	------
Clerical	------	------	1/3%	9/23%	21/54%	------
Others*	2/5%	1/3%	------	------	------	------

*Examples of "other" responses listed by managers: "copy-writing;" and, "continuity writers."

15. Radio Positions most difficult to fill

Number of Non-Respondents: 3(7%)

Number of Respondents: 41(93%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	-----	1/2%	4/10%	9/22%	18/44%	------
News	3/7%	10/24%	13/32%	4/10%	2/5%	------
Announcing	23/56%	14/34%	1/2%	1/2%	------	-------
Sales	10/24%	5/12%	6/15%	6/15%	5/12%	-------
Clerical	2/5%	6/15%	9/22%	13/32%	3/7%	-------
Others*	1/2%	------	------	------	------	-------

*Examples of "other" responses listed by managers: "copy-writing."

16. Radio Positions which must most frequently be filled

MISSOURI SMALL MARKET RESPONSES

Every small marekt, commercial radio station in the state of Missouri was surveyed (104 stations) and 54 stations returned the instrument for a response rate of 52%.

1. The number of years of full time radio station employment in which responding managers were engaged:

   A. Less than 2 years 0
   B. 2 to 5 years 6 (11%)*
   C. 6 to 9 years 9 (17%)
   D. 10 to 15 years 10 (19%)
   E. More than 15 years 29 (54%)

2. Age at which respondents became station/general manager:

   A. Before age 25 5 (9%)
   B. Between 25 and 29 years of age 25 (46%)
   C. Between 30 and 34 years of age 8 (15%)
   D. Between 35 and 39 years of age 9 (17%)
   E. Between 40 and 45 years of age 4 (7%)
   F. Beyond age 45 3 (6%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 16 (30%)
   B. 2 to 5 years 9 (17%)
   C. 6 to 9 years 10 (19%)
   D. 10 to 15 years 5 (9%)
   E. More than 15 years 14 (26%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 17 (31%)
   B. Programming 10 (19%)
   C. Announcing 2 (4%)
   D. Production 0
   E. News 3 (6%)
   F. Engineering 4 (7%)
   G. Bookkeeping and Accounting 0
   H. Other (includes combinations of above areas) 18 (33%)

5. Attendance at a college/university:

   A. Attended 40 (74%)
   B. Did not attend 14 (26%)

*The first number is the total number of managers responding as indicated, while the second number is the percentage that numeral represents.

6. Descriptions of responding managers' higher educations:

A. Study in broadcasting but no degree earned 4 (7%)
B. Some college study but no degree earned 5 (9%)
C. Two-year broadcasting earned 0
D. Two-year degree earned 3 (6%)
E. Four-year broadcasting degree earned 8 (15%)
F. Four-year degree earned 16 (30%)
G. Graduate degree in broadcasting earned 1 (2%)
H. Graduate degree earned 1 (2%)
I. Graduate study but no advanced degree earned 1 (2%)
J. No Response 15 (28%)

(51% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your radio career?

A. Yes 31 (57%)
B. No 7 (13%)
C. No Response 16 (30%)

8. Number of full time employees on staffs of responding station/general managers' radio stations:

A. Fewer than 5 persons 3 (6%)
B. 5 to 13 persons 32 (59%)
C. 14 to 24 persons 14 (26%)
D. 25 to 40 persons 5 (9%)
E. More than 40 persons 0

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 9 (17%)
B. Between $151.00 and $200.00 weekly 12 (22%)
C. Between $201.00 and $274.00 weekly 18 (33%)
D. Between $275.00 and $350.00 weekly 3 (6%)
E. Between $351.00 and $424.00 weekly 1 (2%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 11 (20%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 6 (11%)
B. Between $151.00 and $200.00 weekly 19 (35%)
C. Between $201.00 and $274.00 weekly 22 (40%)
D. Between $275.00 and $350.00 weekly 3 (6%)
E. Between $351.00 and $424.00 weekly 0
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 4 (7%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 5 (9%)
B. Between $151.00 and $200.00 weekly 30 (56%)
C. Between $201.00 and $274.00 weekly 15 (28%)
D. Between $275.00 and $350.00 weekly 0
E. Between $351.00 and $424.00 weekly 0
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 4 (7%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 13 (24%)
B. Between $151.00 and $200.00 weekly 17 (31%)
C. Between $201.00 and $274.00 weekly 7 (13%)
D. Between $275.00 and $350.00 weekly 4 (7%)
E. Between $351.00 and $424.00 weekly 2 (4%)
F. Between $425.00 and $500.00 weekly 1 (2%)
G. More than $500.00 per week 0
H. No Response 10 (19%)

21. Average monthly commission paid to sales employees:

A. Under $300.00 per month 8 (15%)
B. Between $300.00 and $500.00 monthly 10 (19%)
C. Between $501.00 and $800.00 monthly 11 (20%)
D. Between $801.00 and $1,500.00 monthly 18 (33%)
E. Between $1,501.00 and $2,500.00 monthly 3 (6%)
F. More than $2,500.00 per month 1 (2%)
G. No Response 3 (6%)

22. Do you give serious consideration to a college degree when hiring radio station personnel?

A. Yes 26 (48%)
B. No 28 (52%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 23 (43%)
B. No 31 (57%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 28 (52%)
B. College Degree in Broadcasting 1 (2%)
C. Both considered equally 21 (39%)
D. Neither is an important consideration 4 (7%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Get work experience at a commercial radio station while in college.

B. Be dedicated to your job.

C. Get experience in all facets of radio.

D. Be willing and able to work with co-workers.

E. Get a college degree in marketing.

F. Get a two-year, vocational degree in broadcasting.

G. Be willing to accept criticism.

H. Always desire to learn more.

I. Set specific career goals.

J. Get a broad liberal arts college degree with an emphasis in marketing and broadcasting.

Number of Respondents: 48(89%) Number of Non-Respondents: 6(11%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	10/21%	12/25%	17/35%	7/15%	1/2%	----	----	----	----	----
Newswriting	7/15%	21/44%	12/25%	5/10%	2/4%	----	----	----	----	----
25 w.p.m. Typing Ability	----	----	5/10%	6/13%	9/19%	5/10%	11/23%	2/4%	3/6%	2/4%
Understanding of FCC Rules and Regulations	2/4%	1/2%	1/2%	1/2%	9/19%	4/8%	3/6%	9/19%	5/10%	8/17%
Operation of Broadcast Equipment	1/2%	----	1/2%	----	2/4%	4/8%	10/21%	6/13%	5/10%	3/6%
Knowledge of Ratings	----	----	----	1/2%	----	----	----	3/6%	13/27%	17/35%
Production Technique	----	----	2/4%	3/6%	4/8%	8/17%	10/21%	9/19%	4/8%	5/10%
Interviewing Technique	----	2/4%	4/8%	14/29%	12/25%	10/21%	5/10%	----	----	----
Competitive Media Awareness	1/2%	----	----	1/2%	4/8%	4/8%	5/10%	11/23%	11/23%	4/8%
News Gathering Ability	20/42%	10/21%	6/13%	7/15%	2/4%	2/4%	1/2%	----	----	----
Others*	7/15%	1/2%	1/2%	----	----	----	----	----	----	----

*Examples of "other" responses listed by managers: "general awareness;" "integrity;" "accuracy;" "local community awareness;" "accuracy;" and, "ability to write."

9. Entry-level skills for news personnel

147

Number of Respondents: 47(87%) Number of Non-Respondents: 7(13%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	32/68%	6/13%	2/4%	-----	-----	-----	-----	-----	-----	1/2%
Copywriting	2/4%	3/6%	4/9%	6/13%	8/17%	2/4%	7/15%	5/11%	2/4%	-----
25 w.p.m. Typing Ability	-----	-----	-----	2/4%	5/11%	10/21%	3/6%	9/19%	9/19%	-----
Understanding of FCC Rules and Regulations	1/2%	6/13%	10/21%	8/17%	7/15%	2/4%	3/6%	-----	5/11%	-----
Operation of Broadcast Equipment	2/4%	17/36%	10/21%	8/17%	2/4%	2/4%	2/4%	-----	-----	-----
Knowledge of Ratings	-----	-----	1/2%	3/6%	2/4%	4/9%	4/9%	7/15%	11/23%	3/6%
Broadcast Engineering	-----	-----	-----	5/11%	5/11%	6/13%	7/15%	9/19%	5/11%	-----
Production Technique	1/2%	14/30%	15/32%	7/15%	5/11%	3/6%	-----	1/2%	-----	-----
Competitive Media Awareness	-----	2/4%	1/2%	3/6%	6/13%	8/17%	10/21%	4/9%	1/2%	1/2%
Others*	4/9%	-----	1/2%	-----	1/2%	1/2%	-----	-----	-----	1/2%

*Examples of "other" responses listed by managers: "communication with co-workers;" "self-motivation;" "general awareness;" "ability to read;" and, "attitude toward work and management."

10. Entry-level skills for announcers

Number of Respondents: 47(87%) Number of Non-Respondents: 7(13%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	1/2%	-----	-----	3/6%	6/13%	4/9%	7/15%	13/28%	2/4%	-----
Copywriting	-----	11/23%	13/28%	9/19%	6/13%	2/4%	1/2%	-----	-----	-----
25 w.p.m. Typing Ability	-----	1/2%	4/9%	6/13%	5/11%	6/13%	6/13%	6/13%	1/2%	----
Understanding of FCC/FTC Rules and Regulations	1/2%	2/4%	10/21%	5/11%	6/13%	4/9%	2/4%	5/11%	1/2%	----
Operation of Broadcast Equipment	-----	-----	-----	2/4%	1/2%	6/13%	13/28%	8/17%	3/6%	-----
Production Technique	-----	2/4%	6/13%	6/13%	9/19%	8/17%	4/9%	2/4%	-----	-----
Competitive Media Awareness	2/4%	16/34%	8/17%	7/15%	3/6%	3/6%	1/2%	-----	-----	-----
Marketing Technique	37/79%	8/17%	1/2%	-----	-----	-----	-----	-----	-----	-----
Others*	8/17%	3/6%	1/2%	1/2%	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "appearance and confidence;" "desire to achieve success;" "desire to sell and public relations ability;" "ability to meet people;" and, "sales technique."

11. Entry-level skills for sales persons

Number of Respondents: 44(81%) Number of Non-Respondents: 10(19%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	3/7%	3/7%	4/9%	3/7%	5/11%	4/9%	5/11%	4/9%	4/9%	3/7%
Aggressiveness	3/7%	3/7%	9/20%	7/16%	2/5%	3/7%	4/9%	2/5%	4/9%	-------
Responsibility/Dependability	14/32%	11/25%	4/9%	4/9%	3/7%	1/2%	----	3/7%	-------	1/2%
Initiative/Dedication	10/23%	10/23%	3/7%	1/5%	7/16%	3/7%	4/9%	----	1/2%	------
Quality of On-air Delivery	5/11%	3/7%	6/14%	6/14%	3/7%	5/11%	2/5%	3/7%	3/7%	2/5%
25 w.p.m. Typing Ability	----	------	------	1/2%	1/2%	4/9%	2/5%	1/2%	5/11%	2/5%
Understanding of FCC Rules and Regulations	1/2%	------	------	------	2/5%	1/2%	2/5%	4/9%	1/2%	9/20%
Newswriting Ability	3/7%	4/9%	11/25%	4/9%	5/11%	3/7%	3/7%	3/7%	1/2%	1/2%
Quality of Interviewing Technique	----	1/2%	------	7/16%	2/5%	6/14%	6/14%	4/9%	4/9%	1/2%
Quality of Production Technique	----	------	------	------	------	2/5%	2/5%	-----	4/9%	3/7%
Effective Operation of Broadcast Equipment	----	------	1/2%	1/2%	3/7%	-----	1/2%	3/7%	3/7%	-------
Depth of Awareness of Competitive Media	----	1/2%	1/2%	-----	1/2%	-----	1/2%	3/7%	-----	8/18%
Depth of News Gathering Ability	4/9%	6/14%	1/2%	5/11%	5/11%	5/11%	1/2%	5/11%	3/7%	-------
Willingness to Accept Constructive Criticism	----	------	4/9%	2/5%	-----	4/9%	5/11%	2/5%	3/7%	3/7%
Others*	----	------	------	------	------	------	------	------	------	-------

*Examples of "other" responses listed by managers: None

12. Success characteristics for news persons

Number of Respondents: 44(81%) Number of Non-Respondents: 10(19%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	1/2%	-----	4/9%	5/11%	1/2%	10/23%	3/7%	4/9%	4/9%	1/2%
Aggressiveness	1/2%	3/7%	1/2%	1/2%	3/7%	6/14%	10/21%	1/2%	4/9%	2/5%
Responsibility/Dependability	14/32%	12/27%	3/7%	8/18%	3/7%	-----	-----	-----	-----	-----
Initiative/Dedication	6/14%	8/18%	5/11%	2/5%	10/21%	4/9%	3/7%	2/5%	-----	1/2%
Quality of On-air Delivery	19/43%	7/16%	7/16%	6/14%	1/2%	-----	2/5%	-----	-----	-----
25 w.p.m. Typing Ability	-----	-----	-----	-----	-----	-----	-----	2/5%	4/9%	4/9%
Understanding of FCC Rules and Regulations	1/2%	-----	3/7%	3/7%	3/7%	2/5%	4/9%	5/11%	5/11%	4/9%
Copywriting Ability	-----	-----	1/2%	1/2%	-----	3/7%	1/2%	4/9%	7/16%	5/11%
Effective Operation of Broadcast Equipment	1/2%	2/5%	6/14%	7/16%	4/9%	6/14%	3/7%	3/7%	4/9%	1/2%
Broadcast Engineering Knowledge	-----	1/2%	2/5%	-----	-----	-----	4/9%	1/2%	3/7%	6/14%
Quality of Production Technique	-----	8/18%	6/14%	3/7%	7/16%	3/7%	3/7%	4/9%	2/5%	2/5%
Depth of Awareness of Competitive Media	-----	-----	1/2%	-----	1/2%	----	1/2%	5/11%	2/5%	2/5%
Willingness to Accept Constructive Criticism	1/2%	2/5%	3/7%	5/11%	8/18%	4/9%	1/2%	3/7%	-----	5/11%
Others*	-----	-----	-----	1/2%	-----	2/5%	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "good attitude;" and, "spontaneity and creativity."

13. Success characteristics for announcers

Number of Respondents: 42(78%) Number of Non-Respondents: 12(22%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	1/2%	4/10%	3/7%	8/19%	4/10%	3/7%	4/10%	1/2%	4/10%	1/2%
Aggressiveness	10/24%	6/14%	13/31%	4/10%	2/5%	1/2%	-----	2/5%	-----	-----
Responsibility/Dependability	8/19%	13/31%	6/14%	4/10%	4/10%	2/5%	1/2%	1/2%	-----	-----
Initiative/Dedication	13/31%	10/24%	6/14%	3/7%	2/5%	4/10%	2/5%	-----	-----	-----
Quality of On-air Delivery	-----	-----	1/2%	-----	-----	-----	1/2%	1/2%	1/2%	3/7%
25 w.p.m. Typing Ability	-----	-----	-----	1/2%	1/2%	1/2%	1/2%	1/2%	3/7%	8/19%
Understanding FCC and FTC Rules and Regulations	1/2%	-----	1/2%	2/5%	-----	1/2%	2/5%	2/5%	2/5%	7/17%
Copywriting Ability	-----	-----	-----	3/7%	3/7%	4/10%	3/7%	5/12%	7/17%	3/7%
Effective Operation of Broadcast Equipment	-----	-----	-----	-----	-----	-----	-----	-----	1/2%	-----
Quality of Production Technique	-----	-----	-----	-----	-----	3/7%	-----	-----	1/2%	4/10%
Depth of Awareness of Competitive Media	1/2%	-----	1/2%	1/2%	4/10%	2/5%	9/21%	6/14%	-----	1/2%
Willingness to Accept Constructive Criticism	-----	-----	2/5%	5/12%	2/5%	3/7%	4/10%	7/17%	6/14%	2/5%
Creativity of Marketing Strategies and Techniques	5/12	2/5%	5/12%	4/10%	7/17%	8/19%	1/2%	3/7%	1/2%	-----
Knowledge of Current Market Techniques	2/5%	5/12%	3/7%	6/14%	7/17%	4/10%	4/10%	1/2%	5/12	1/2%
Others*	1/2%	1/2%	1/2%	1/2%	1/2%	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "understanding retail business;" and, "collection skills."

14. Success characteristics for sales persons

Number of Non-Respondents: 4(7%)

Number of Respondents: 50(93%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	12/24%	16/32%	8/16%	10/20%	4/8%	-------
News	3/6%	13/26%	22/44%	6/12%	3/6%	-------
Announcing	5/10%	5/10%	15/30%	21/42%	5/10%	-------
Sales	28/56%	13/26%	3/6%	-----	1/2%	-------
Clerical	1/2%	1/2%	-----	11/22%	34/68%	-------
Others*	-----	-----	-----	-----	-----	-------

*Examples of "other" responses listed by managers: None

15. Radio positions most difficult to fill

Number of Non-Respondents: 6(11%)

Number of Respondents: 48(89%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	------	3/6%	3/6%	12/25%	23/48%	-------
News	3/6%	13/28%	11/23%	11/23%	3/6%	-------
Announcing	25/53%	12/25%	7/15%	1/2%	-----	-------
Sales	17/35%	7/15%	16/33%	6/13%	-----	-------
Clerical	1/2%	11/23%	5/10%	11/23%	14/29%	-------
Others*	1/2%	-----	-----	-----	-----	-------

*Examples of "other" responses listed by managers: "very little turnover."

16. Radio positions which must be most frequently filled

WISCONSIN SMALL MARKET RESPONSES

Every small market, commercial radio station in the state of Wisconsin was surveyed (98 stations) and 65 stations returned the instrument for a response rate of 66%.

1. The number of full time years of radio station employment in which responding managers were engaged:

   A. Less than 2 years 0
   B. 2 to 5 years 5 (8%)*
   C. 6 to 9 years 7 (11%)
   D. 10 to 15 years 9 (14%)
   E. More than 15 years 44 (68%)

2. Age at which respondents became station/general manager:

   A. Before age 25 5 (8%)
   B. Between 25 and 29 years of age 13 (20%)
   C. Between 30 and 34 years of age 20 (31%)
   D. Between 35 and 39 years of age 14 (22%)
   E. Between 40 and 45 years of age 3 (5%)
   F. Beyond age 45 10 (15%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 9 (14%)
   B. 2 to 5 years 15 (23%)
   C. 6 to 9 years 13 (20%)
   D. 10 to 15 years 15 (23%)
   E. More than 15 years 13 (20%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 20 (31%)
   B. Programming 8 (12%)
   C. Announcing 3 (5%)
   D. Production 2 (3%)
   E. News 3 (5%)
   F. Engineering 3 (5%)
   G. Bookkeeping and Accounting 4 (6%)
   H. Other (includes combinations of above areas) 22 (34%)

5. Attendance at a college/university:

   A. Attended 48 (74%)
   B. Did not attend 17 (26%)

*The first number is the total number of managers responding as indicated, while the second number is the percentage that numeral represents.

6. Descriptions of responding managers' higher educations:

A. Study in broadcasting but no degree earned 5 (8%)
B. Some college study but no degree earned 17 (26%)
C. Two-year broadcasting degree earned 0
D. Two-year degree earned 2 (3%)
E. Four-year broadcasting degree earned 2 (3%)
F. Four-year degree earned 19 (29%)
G. Graduate degree in broadcasting earned 0
H. Graduate degree earned 2 (3%)
I. Graduate study but no advanced degree earned 2 (3%)
J. No Response 16 (25%)

(38% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your radio career?

A. Yes 36 (55%)
B. No 13 (20%)
C. No Response 16 (25%)

8. Number of full time employees on staffs of responding station/general managers' radio stations:

A. Fewer than 5 persons 2 (3%)
B. 5 to 13 persons 38 (58%)
C. 14 to 24 persons 16 (25%)
D. 25 to 40 persons 9 (14%)
E. More than 40 persons 0

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 10 (15%)
B. Between $151.00 and $200.00 weekly 11 (17%)
C. Between $201.00 and $274.00 weekly 17 (26%)
D. Between $275.00 and $350.00 weekly 13 (20%)
E. Between $351.00 and $424.00 weekly 5 (8%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 9 (14%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 3 (5%)
B. Between $151.00 and $200.00 weekly 30 (46%)
C. Between $201.00 and $274.00 weekly 21 (32%)
D. Between $275.00 and $350.00 weekly 4 (6%)
E. Between $351.00 and $424.00 weekly 2 (3%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 5 (8%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 5 (8%)
B. Between $151.00 and $200.00 weekly 30 (46%)
C. Between $201.00 and $274.00 weekly 22 (34%)
D. Between $275.00 and $350.00 weekly 2 (3%)
E. Between $351.00 and $424.00 weekly 1 (2%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 0
H. No Response 5 (8%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 16 (25%)
B. Between $151.00 and $200.00 weekly 18 (28%)
C. Between $201.00 and $274.00 weekly 10 (15%)
D. Between $275.00 and $350.00 weekly 3 (5%)
E. Between $351.00 and $424.00 weekly 2 (3%)
F. Between $425.00 and $500.00 weekly 1 (2%)
G. More than $500.00 per week 2 (3%)
H. No Response 13 (20%)

21. Average monthly commission paid to sales employees:

A. Under $300.00 per month 1 (2%)
B. Between $300.00 and $500.00 monthly 11 (17%)
C. Between $501.00 and $800.00 monthly 16 (25%)
D. Between $801.00 and $1,500.00 monthly 20 (31%)
E. Between $1,501.00 and $2,500.00 monthly 9 (14%)
F. More than $2,500.00 per month 1 (2%)
G. No Response 7 (11%)

22. Do you give serious consideration to a college degree when hiring radio station personnel?

A. Yes 26 (40%)
B. No 36 (55%)
C. No Response 3 (5%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 26 (40%)
B. No 36 (55%)
C. No Response 3 (5%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 42 (65%)
B. College Degree in Broadcasting 1 (2%)
C. Both considered equally 16 (25%)
D. Neither is an important consideration 5 (8%)
E. No Response 1 (2%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Be self-motivated.

B. Specialize in a specific area of radio, if you desire to move to larger markets.

C. Work in a variety of areas of radio in small markets.

D. Get a degree in humanities and social science with a minor in business or broadcasting.

E. Get a liberal arts education with a minor in broadcasting.

F. Gain experience at a commercial radio station while in college.

G. Gain experience in all phases of radio.

H. Get a college degree in business or marketing.

I. Be willing to accept constructive criticism.

J. Set specific career goals.

K. Always desire to learn more.

L. Cooperate with your co-workers.

Number of Respondents: 59(91%) Number of Non-Respondents: 6(9%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	21/36%	11/19%	14/24%	10/17%	1/2%	-----	1/2%	-----	-----	-----
Newswriting	11/19%	23/40%	17/29%	1/2%	2/3%	-----	1/2%	-----	1/2%	-----
25 w.p.m. Typing Ability	-----	-----	2/3%	7/12%	11/19%	7/12%	4/7%	7/12%	4/7%	7/12%
Understanding of FCC Rules and Regulations	-----	-----	2/3%	3/5%	2/3%	10/17%	12/20%	10/17%	8/14%	3/5%
Operation of Broadcast Equipment	-----	2/3%	5/8%	4/7%	4/7%	15/25%	11/19%	7/12%	2/3%	1/2%
Knowledge of Ratings	-----	-----	1/2%	-----	-----	1/2%	1/2%	4/7%	12/20%	23/40%
Production Technique	-----	2/3%	2/3%	3/5%	15/25%	10/17%	8/14%	7/12%	2/3%	1/2%
Interviewing Technique	1/2%	3/5%	10/17%	19/32%	13/22%	13/22%	3/5%	2/3%	1/2%	2/3%
Competitive Media Awareness	-----	-----	1/2%	2/3%	-----	5/8%	6/10%	11/19%	12/20%	5/8%
News Gathering Ability	22/37%	16/27%	4/7%	6/10%	5/8%	-----	3/5%	-----	-----	-----
Others*	3/5%	1/2%	-----	-----	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "accuracy;" "ability to take constructive criticism;" and, "reading ability."

9. Entry-level skills for news persons

Number of Respondents: 56(86%) Number of Non-Respondents: 9(14%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	52/93%	3/5%	1/2%	-----	-----	-----	-----	-----	-----	-----
Copywriting	-----	1/2%	2/4%	9/16%	6/11%	12/21%	4/7%	8/14%	1/2%	-----
25 w.p.m. Typing Ability	-----	-----	2/4%	2/4%	6/11%	6/11%	11/20%	4/7%	10/18%	1/2%
Understanding of FCC Rules and Regulations	1/2%	2/4%	7/13%	16/29%	12/21%	3/5%	4/7%	2/4%	1/2%	-----
Operation of Broadcast Equipment	1/2%	24/43%	18/32%	6/11%	-----	1/2%	-----	-----	-----	-----
Knowledge of Ratings	-----	2/4%	2/4%	-----	3/5%	6/11%	6/11%	11/20%	10/18%	2/4%
Broadcast Engineering	-----	2/4%	1/2%	2/4%	6/11%	5/9%	10/18%	6/11%	10/18%	-----
Production Technique	-----	18/32%	20/36%	8/14%	2/4%	----	1/2%	3/5%	-----	-----
Competitive Media Awareness	-----	-----	1/2%	6/11%	9/16%	7/13%	6/11%	8/14%	6/11%	-----
Others*	3/5%	2/4%	1/2%	-----	-----	1/2%	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "good judgment;" "educational background;" "ability to read;" "follow directions;" and, "production delivery."

10. Entry-level skills for announcers

Number of Respondents: 58(89%) Number of Non-Respondents: 7(11%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	-----	------	3/5%	1/2%	2/3%	9/16%	5/9%	8/14%	6/10%	-----
Copywriting	1/2%	8/14%	16/28%	9/16%	8/14%	1/2%	3/5%	1/2%	-----	-----
25 w.p.m. Typing Ability	1/2%	1/2%	2/3%	4/7%	5/9%	12/21%	7/12%	5/9%	4/7%	----
Understanding of FCC/FTC Rules and Regulations	-----	1/2%	7/12%	6/10%	10/17%	5/9%	8/14%	6/10%	-----	-----
Operation of Broadcast Equipment	-----	------	1/2%	6/10%	3/5%	4/7%	8/14%	11/19%	1/2%	----
Production Technique	2/3%	1/2%	6/10%	7/12%	12/21%	2/3%	4/7%	2/3%	-----	1/2%
Competitive Media Awareness	4/7%	25/43%	10/17%	9/16%	2/3%	1/2%	------	------	------	-----
Marketing Technique	35/60%	12/21%	2/3%	1/2%	1/2%	2/3%	------	1/2%	-----	-----
Others*	15/26%	7/12%	1/2%	2/3%	-----	-----	------	------	1/2%	-----

*Examples of "other" responses listed by managers: "sales enthusiasm;" "motivation;" "sales ability;" "aggressiveness;" "willingness to work hard;" "self-confidence;" "radio advertising knowledge;" "knowledge of radio;" "advertising knowledge;" "salesmanship;" and, "personality and appearance."

11. Entry-level skills for sales persons

Number of Respondents: 54(83%) Number of Non-Respondents: 11(17%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	5/9%	2/4%	2/4%	5/9%	8/15%	4/7%	3/6%	5/9%	2/4%	-------
Aggressiveness	3/6%	4/7%	8/15%	12/22%	4/7%	2/4%	5/9%	2/4%	2/4%	3/6%
Responsibility/Dependability	20/37%	12/22%	6/17%	3/6%	7/13%	4/7%	1/2%	----	------	1/2%
Initiative/Dedication	6/11%	11/20%	9/17%	4/7%	6/11%	8/15%	4/7%	----	1/2%	1/2%
Quality of On-air Delivery	5/9%	6/11%	8/15%	11/20%	5/9%	5/9%	5/9%	2/4%	2/4%	-------
25 w.p.m. Typing Ability	-----	------	------	-----	------	6/11%	1/2%	5/9%	7/13%	4/7%
Understanding of FCC Rules and Regulations	-----	------	------	1/2%	2/4%	3/6%	3/6%	2/4%	2/4%	4/7%
Newswriting Ability	3/6%	13/24%	5/9%	6/11%	4/7%	5/9%	5/9%	3/6%	1/2%	1/2%
Quality of Interviewing Technique	-----	1/2%	2/4%	5/9%	3/6%	----	8/15%	9/17%	6/11%	3/6%
Quality of Production Technique	-----	------	1/2%	-----	3/6%	2/4%	2/4%	3/6%	3/6%	5/9%
Effective Operation of Broadcast Equipment	-----	------	------	-----	2/4%	1/2%	2/4%	5/9%	5/9%	7/13%
Depth of Awareness of Competitive Media	-----	------	------	1/2%	1/2%	1/2%	1/2%	4/7%	4/7%	3/6%
Depth of News Gathering Ability	8/15%	2/4%	6/11%	4/7%	6/11%	2/4%	2/4%	2/4%	2/4%	3/6%
Willingness to Accept Constructive Criticism	2/4%	4/7%	6/11%	4/7%	2/4%	3/6%	5/9%	2/4%	4/7%	4/7%
Others*	1/2%	------	------	------	------	------	-----	1/2%	------	-------

*Examples of "other" responses listed by managers: "credibility of presentation."

12. Success characteristics for news personnel

Number of Respondents: 54(83%) Number of Non-Respordents: 11(17%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	3/6%	3/6%	------	6/11%	2/4%	6/11%	2/4%	6/11%	8/15%	1/2%
Aggressiveness	-----	2/4%	5/9%	3/6%	3/6%	4/7%	6/11%	3/6%	3/6%	5/9%
Responsibility/Dependability	15/28%	14/26%	11/20%	4/7%	8/15%	-----	1/2%	-----	-----	-----
Initiative/Dedication	7/13%	10/19%	12/22%	5/9%	2/4%	8/15%	3/6%	1/2%	1/2%	1/2%
Quality of On-air Delivery	26/48%	8/15%	9/17%	5/9%	2/4%	2/4%	-----	-----	-----	-----
25 w.p.m. Typing Ability	------	1/2%	-----	1/2%	1/2%	1/2%	------	3/6%	2/4%	5/9%
Understanding of FCC Rules and Regulations	------	1/2%	1/2%	3/6%	3/6%	-----	7/13%	8/15%	2/4%	8/15%
Copywriting Ability	------	1/2%	------	2/4%	-----	-----	4/7%	3/6%	5/9%	4/7%
Effective Operation of Broadcast Equipment	1/2%	5/9%	5/9%	7/13%	11/20%	4/7%	6/11%	2/4%	2/4%	------
Broadcast Engineering Knowledge	------	-----	1/2%	2/4%	1/2%	1/2%	2/4%	4/7%	5/9%	1/2%
Quality of Production Technique	------	5/9%	6/11%	8/15%	8/15%	8/15%	2/4%	2/4%	1/2%	2/4%
Depth of Awareness of Competitive Media	-----	-----	-----	-----	-----	3/6%	2/4%	7/13%	3/6%	8/15%
Willingness to Accept Constructive Criticism	2/4%	4/7%	3/6%	5/9%	8/15%	10/19%	6/11%	1/2%	3/6%	4/7%
Others*	-----	-----	-----	-----	-----	-----	1/2%	-----	-----	-----

*Examples of "other" responses listed by managers: "ability to relate to listener."

13. Success characteristics for announcers

Number of Respondents: 55(84%) Number of Non-Respondents: 10(16%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	3/6%	3/6%	4/7%	13/24%	2/4%	5/9%	5/9%	6/11%	1/2%	-------
Aggressiveness	10/18%	17/31%	9/16%	3/6%	5/9%	3/6%	1/2%	1/2%	1/2%	-------
Responsibility/Dependability	11/20%	13/24%	14/25%	3/6%	5/9%	3/6%	2/4%	1/2%	-------	-------
Initiative/Dedication	10/18%	8/15%	7/13%	10/18%	5/9%	4/7%	2/4%	1/2%	1/2%	1/2%
Quality of On-air Delivery	-------	-------	-------	-------	1/2%	1/2%	1/2%	2/4%	2/4%	3/6%
25 w.p.m. Typing Ability	-------	-------	-------	-------	1/2%	1/2%	------	2/4%	3/6%	5/9%
Understanding FCC and FTC Rules and Regulations	-------	-------	------	1/2%	------	1/2%	1/2%	------	5/9%	10/18%
Copywriting Ability	-------	------	1/4%	5/9%	5/9%	2/4%	7/13%	5/9%	5/9%	4/7%
Effective Operation of Broadcast Equipment	-------	-------	-------	-------	-------	------	2/4%	2/4%	2/4%	3/6%
Quality of Production Technique	-------	------	1/2%	-------	------	3/6%	3/6%	1/2%	4/7%	5/9%
Depth of Awareness of Competitive Media	1/2%	------	2/4%	4/7%	7/13%	7/13%	4/7%	8/15%	2/4%	1/2%
Willingness to Accept Constructive Criticism	1/2%	----	3/6%	2/4%	4/7%	4/7%	5/9%	4/7%	9/16%	3/6%
Creativity of Marketing Strategies and Techniques	6/11%	5/9%	6/11%	6/11%	9/16%	7/13%	5/9%	3/6%	-------	-------
Knowledge of Current Market Techniques	6/11%	6/11%	4/7%	6/11%	7/13%	8/15%	4/7%	2/4%	3/6%	-------
Others*	4/7%	-------	-------	-------	-------	-------	-------	-------	-------	-------

*Examples of "other" responses listed by managers: "proven sales success;" "aggressiveness;" "salesmanship;" and, "desire to serve clients."

Number of Non-Respondents: 4 (6%)

Number of Respondents: 61(94%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	18/30%	21/34%	10/16%	9/15%	4/7%	-------
News	4/7%	23/38%	29/48%	2/3%	1/2%	-------
Announcing	5/8%	4/7%	12/20%	36/59%	6/10%	-------
Sales	35/57%	11/18%	7/11%	5/8%	3/5%	-------
Clerical	-----	1/2%	2/3%	10/16%	42/69%	-------
Others*	-----	-----	-----	-----	-----	-------

*Examples of "other" responses listed by managers: None

15. Radio positions most difficult to fill

Number of Non-Respondents: 5(8%)

Number of Respondents: 60(92%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	1/2%	----	3/5%	18/20%	34/57%	------
News	1/2%	10/17%	27/45%	14/23%	4/7%	-------
Announcing	41/68%	12/20%	3/5%	2/3%	------	-------
Sales	14/23%	21/35%	11/18%	9/15%	3/5%	------
Clerical	3/5%	15/25%	13/22%	13/22%	14/23%	-------
Others*	-----	-----	-----	-----	-----	-------

*Examples of "other" responses listed by managers: None

16. Radio positions which must most frequently be filled

APPENDIX F

MEDIUM MARKET RESPONSES

MEDIUM MARKET RESPONSES

Every medium market, commercial radio station in Illinois, Indiana, Iowa, Missouri, and Wisconsin was surveyed (91 stations) and 42 stations returned the survey instrument for a response rate of 46%.

1. The number of years of full time radio station employment in which responding managers were engaged:

   A. Less than 2 years 0
   B. 2 to 5 years 4 (10%)*
   C. 6 to 9 years 6 (14%)
   D. 10 to 15 years 11 (26%)
   E. More than 15 years 21 (50%)

2. Age at which respondents became station/general manager:

   A. Before age 25 4 (10%)
   B. Between 25 and 29 years of age 9 (21%)
   C. Between 30 and 34 years of age 8 (19%)
   D. Between 35 and 39 years of age 7 (17%)
   E. Between 40 and 45 years of age 13 (31%)
   F. Beyond age 45 1 (2%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 12 (28%)
   B. 2 to 5 years 11 (26%)
   C. 6 to 9 years 9 (21%)
   D. 10 to 15 years 3 (7%)
   E. More than 15 years 7 (17%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 23 (55%)
   B. Programming 7 (17%)
   C. Announcing 0
   D. Production 1 (2%)
   E. News 1 (2%)
   F. Engineering 1 (2%)
   G. Bookkeeping and Accounting 0
   H. Other (includes combinations of above areas) 9 (21%)

5. Attendance at a college/university:

   A. Attended 37 (88%)
   B. Did not attend 5 (12%)

*The first number is the total number of managers responding as indicated, while the second number is the percentage that numeral represents.

6. Descriptions of responding managers' higher educations:

A. Study in broadcasting but no degree earned 2 (5%)
B. Some college study but no degree earned 10 (24%)
C. Two-year broadcasting degree earned 3 (7%)
D. Two-year degree earned 1 (2%)
E. Four-year broadcasting degree earned 6 (14%)
F. Four-year degree earned 9 (21%)
G. Graduate degree in broadcasting earned 1 (2%)
H. Graduate degree earned 1 (2%)
I. Graduate study but no advanced degree earned 4 (10%)
J. No Response 5 (12%)

(49% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your career?

A. Yes 29 (69%)
B. No 5 (12%)
C. No Response 8 (19%)

8. Number of full time employees on staffs of responding station/general managers' radio stations:

A. Fewer than 5 persons 1 (2%)
B. 5 to 13 persons 15 (36%)
C. 14 to 24 persons 10 (24%)
D. 25 to 40 persons 9 (21%)
E. More than 40 persons 6 (14%)
F. No Response 1 (2%)

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 3 (7%)
B. Between $151.00 and $200.00 weekly 2 (5%)
C. Between $201.00 and $274.00 weekly 9 (21%)
D. Between $275.00 and $350.00 weekly 11 (29%)
E. Between $351.00 and $424.00 weekly 6 (14%)
F. Between $425.00 and $500.00 weekly 3 (7%)
G. More than $500.00 per week 0
H. No Response 7 (17%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 2 (5%)
B. Between $151.00 and $200.00 weekly 9 (21%)
C. Between $201.00 and $274.00 weekly 17 (40%)
D. Between $275.00 and $350.00 weekly 7 (17%)
E. Between $351.00 and $424.00 weekly 1 (2%)
F. Between $425.00 and $500.00 weekly 1 (2%)
G. More than $500.00 per week 0
H. No Response 5 (12%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 0
B. Between $151.00 and $200.00 weekly 12 (29%)
C. Between $201.00 and $274.00 weekly 13 (31%)
D. Between $275.00 and $350.00 weekly 12 (29%)
E. Between $351.00 and $424.00 weekly 2 (5%)
F. Between $425.00 and $500.00 weekly 1 (2%)
G. More than $500.00 per week 0
H. No Response 2 (5%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 7 (17%)
B. Between $151.00 and $200.00 weekly 9 (21%)
C. Between $201.00 and $274.00 weekly 8 (19%)
D. Between $275.00 and $350.00 weekly 6 (14%)
E. Between $351.00 and $424.00 weekly 1 (2%)
F. Between $425.00 and $500.00 weekly 0
G. More than $500.00 per week 3 (7%)
H. No Response 8 (19%)

21. Average monthly commission paid to sales employees:

A. Under $300.00 per month 3 (7%)
B. Between $300.00 and $500.00 monthly 5 (12%)
C. Between $501.00 and $800.00 monthly 6 (14%)
D. Between $801.00 and $1,500.00 monthly 13 (31%)
E. Between $1,501.00 and $2,500.00 monthly 10 (24%)
F. More than $2,500.00 per month 2 (5%)
G. No Response 3 (7%)

22. Do you give serious consideration to a college degree when hiring radio station personnel?

A. Yes 28 (67%)
B. No 13 (31%)
C. No Response 1 (2%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 14 (33%)
B. No 28 (67%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 30 (71%)
B. College Degree in Broadcasting 0
C. Both considered equally 10 (24%)
D. Neither is an important consideration 0
E. No Response 2 (5%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Begin working in a small radio station, learn and gain experience there, and then move to larger stations.

B. Learn a variety of radio skills as a beginner.

C. Get a degree in business with a minor in radio when in college.

D. Work at a commercial radio station or gain some experience at a commercial radio station while in college.

E. Major in a broad area of liberal arts in college with a minor in radio.

F. Get a college education.

G. Set specific goals for your radio career.

H. Learn all you can about people.

I. Be flexible in your expectations for different radio stations.

J. Act professionally.

Ordinal Multiple Priority Rankings Converted to Ordinal Single Priority Rankings (Meaned)

9. Entry-level radio skills for news personnel:

Rank	Skills	Mean Value
1	Newswriting	2.13
2	On-air delivery	2.27
3	News gathering	2.91
4	Interviewing technique	4.5
5	Ability to operate broadcast equipment	4.97
6	Production technique	5.67
7	25 w.p.m. typing proficiency	6.00
8	Awareness of competitive media	7.45
9	Understanding of FCC Rules and Regulations	7.47
10	Knowledge of ratings	9.09

10. Entry-level radio skills for announcing personnel:

Rank	Skills	Mean Value
1	On-air delivery	1.05
2	Ability to operate broadcast equipment	2.94
3	Production technique	3.03
4	Others*	4.00
5	Understanding of FCC Rules and Regulations	4.94
6	Copywriting	5.56
7	Awareness of competitive media	5.91
8	Knowledge of ratings	6.35
9	25 w.p.m. typing proficiency	7.35
10	Broadcast engineering	11.65

11. Entry-level radio skills for sales personnel:

Rank	Skills	Mean Value
1	Others*	1.66
2	Marketing technique	1.77
3	Awareness of competitive media	2.79
4	Copywriting	4.25
5	Production technique	5.13
6	Understanding of FCC/FTC Rules and Regulations	5.57
7	25 w.p.m. typing proficiency	6.30
8	Ability to operate broadcast equipment	6.60
9	On-air delivery	7.48

12. Radio industry characteristics for success or long-term employment of news personnel:

Rank	Characteristics	Mean Value
1	Responsibility and dependability	3.12
2	Quality of on-air delivery	4.51
3	Newswriting ability	4.79
4	Initiative and dedication	5.03
5	Aggressiveness	5.90
6	Community Involvement	6.06
7	Depth of news gathering	6.67
8	Willingness to accept constructive criticism	6.97
9	Interviewing technique quality	7.00
10	Others*	7.67
11	Depth of awareness of competitive media	8.06
12	25 w.p.m. typing proficiency	8.36
13	Ability to operate broadcast equipment effectively	8.69
14	Quality of production technique	8.91
15	Understanding of FCC Rules and Regulations	9.91

13. Radio industry characteristics for success or long-term employment of announcing personnel:

Rank	Characteristics	Mean Value
1	Others*	1.00
2	Quality of on-air delivery	1.94
3	Responsibility and dependability	2.83
4	Initiative and dedication	4.36
5	Community involvement	5.08
6	Quality of production technique	5.70
7	Ability to operate broadcast equipment effectively	5.73
8	Willingness to accept constructive criticism	6.24
9	Aggressiveness	6.67
10	Copywriting ability	9.44
11	Depth of awareness of competitive media	10.00
12	Broadcast engineering knowledge	10.17
13	Understanding of FCC Rules and Regulations	10.71
14	25 w.p.m. typing proficiency	10.75

14. Radio industry characteristics for success or long-term employment of sales personnel:

Rank	Characteristics	Mean Value
1	Aggressiveness	2.76
2	Others*	2.83
3	Initiative and dedication	3.07
4	Responsibility and dependability	3.39
5	Creativity of marketing strategies and techniques	4.16
6	Community involvement	5.11
7	Knowledge of current marketing techniques	5.28
8	Willingness to accept constructive criticism	6.65
9	Depth of awareness of competitive media	7.50
10	Copywriting ability	7.96
11	Quality of production technique	10.27
12	25 w.p.m. typing proficiency	11.71
13	Understanding of FCC/FTC Rules and Regulations	11.75
14	Ability to operate broadcast equipment effectively	12.14
15	Quality of on-air delivery	12.47

15. Radio station vocations found most difficult to fill:

Rank	Vocation	Mean Value
1	Other*	2.00
2	Engineering	2.05
3	Sales	2.33
4	Announcing	3.00
5	Clerical	4.71
6	News	7.33

16. Radio station vocations which most frequently must be filled:

Rank	Vocation	Mean Value
1	Announcing	1.50
2	Sales	2.33
3	Clerical	3.00
4	News	3.09
5	Engineering	4.62

*See individual question summaries in this section for a listing of specific "other" responses.

Number of Respondents: 35(83%) Number of Non-Respondents: 7(17%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	16/46%	6/17%	8/23%	5/14%	-----	1/3%	-----	-----	-----	-----
Newswriting	8/23%	14/40%	10/29%	1/3%	1/3%	2/6%	-----	-----	-----	-----
25 w.p.m. Typing Ability	1/3%	2/6%	------	2/6%	6/17%	6/17%	4/11%	5/14%	4/11%	1/3%
Understanding of FCC Rules and Regulations	------	------	------	1/3%	2/6%	2/6%	9/26%	6/17%	7/20%	1/3%
Operation of Broadcast Equipment	1/3%	3/9%	4/11%	1/3%	4/11%	10/29%	5/14%	2/6%	-----	-----
Knowledge of Ratings	------	------	1/3%	-----	-----	------	1/3%	1/3%	4/11%	21/60%
Production Technique	------	1/3%	2/6%	3/9%	10/29%	6/17%	5/14%	4/11%	2/6%	-----
Interviewing Technique	------	3/9%	6/17%	13/37%	6/17%	1/3%	4/11%	1/3%	-----	-----
Competitive Media Awareness	------	------	2/6%	1/3%	1/3%	2/6%	3/9%	8/23%	10/29%	2/6%
News Gathering Ability	11/31%	5/14%	6/17%	6/17%	4/11%	2/6%	1/3%	-----	-----	-----
Others*	1/3%	------	------	------	------	------	------	------	------	------

*Examples of "other" responses listed by managers: "a person who reads."

9. Entry-level skills for news persons

Number of Respondents: 35(83%) Number of Non-Respondents: 7(17%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	32/91%	2/6%	-----	-----	-----	-----	-----	-----	-----	-----
Copywriting	-----	-----	3/9%	5/14%	7/20%	3/9%	7/20%	5/14%	2/6%	-----
25 w.p.m. Typing Ability	-----	-----	-----	1/3%	-----	7/20%	6/17%	6/17%	10/29%	1/3%
Understanding of FCC Rules and Regulations	1/3%	3/9%	5/14%	7/20%	7/20%	3/9%	4/11%	----	1/3%	1/3%
Operation of Broadcast Equipment	2/6%	13/37%	10/29%	5/14%	1/3%	1/3%	-----	-----	-----	-----
Knowledge of Ratings	1/3%	1/3%	-----	3/9%	3/9%	5/14%	7/20%	6/17%	4/11%	1/3%
Broadcast Engineering	-----	-----	2/6%	2/6%	4/11%	5/14%	6/17%	7/20%	4/11%	-----
Production Technique	-----	14/40%	13/37%	4/11%	4/11%	-----	-----	-----	-----	-----
Competitive Media Awareness	-----	-----	1/3%	5/14%	6/17%	7/20%	-----	5/14%	7/20%	-----
Others*	1/3%	1/3%	1/3%	-----	-----	-----	-----	-----	-----	1/3%

*Examples of "other" responses listed by managers: "preparation of show;" "ability to accept direction and criticism;" "interest in people;" and, "basic liberal arts skills."

10. Entry-level skills for announcers

Number of Respondents: 32(76%) Number of Non-Respondents: 10(24%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	-----	-----	-----	-----	1/3%	4/13%	3/9%	8/25%	1/3%	1/3%
Copywriting	3/9%	1/3%	8/25%	6/19%	4/13%	1/3%	2/6%	1/3%	-----	-----
25 w.p.m. Typing Ability	-----	-----	2/6%	4/13%	3/9%	2/6%	5/16%	3/9%	1/3%	-----
Understanding of FCC/FTC Rules and Regulations	-----	1/3%	3/9%	5/16%	3/9%	5/16%	2/6%	2/6%	-----	1/3%
Operation of Broadcast Equipment	-----	-----	-----	1/3%	1/3%	6/19%	4/13%	4/13%	1/3%	----
Production Technique	-----	1/3%	1/3%	3/9%	7/22%	4/12%	3/9%	1/3%	-----	-----
Competitive Media Awareness	2/6%	14/44%	4/13%	4/13%	4/13%	-----	-----	-----	-----	-----
Marketing Technique	17/53%	5/16%	6/19%	2/6%	-----	-----	-----	-----	-----	-----
Others*	10/31%	4/13%	4/13%	-----	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "knowledge of ratings;" "self-motivated;" "sales closing ability;" "ambition and hustle;" "personality;" "sales ability;" "ability to think creatively;" "ability to listen;" "willingness to learn about business;" "demonstrated sales ability;" "enthusiasm;" "marketing knowledge;" "aggressiveness;" and, "ability to know people and listen."

11. Entry-level skills for sales persons

Number of Respondents: 34(81%) Number of Non-Respondents: 8(19%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community involvement	2/6%	3/9%	3/9%	2/6%	6/18%	4/12%	-----	4/12%	3/9%	4/12%
Aggressiveness	3/9%	3/9%	4/11%	3/9%	1/3%	3/9%	4/12%	5/15%	------	1/3%
Responsibility/Dependability	14/46%	3/9%	3/9%	7/21%	------	2/6%	-----	1/3%	1/3%	-------
Initiative/Dedication	1/3%	8/24%	5/15%	4/12%	6/18%	2/6%	3/9%	1/3%	1/3%	1/3%
Quality of On-air Delivery	9/26%	5/15%	2/6%	6/18%	4/12%	1/3%	2/6%	2/6%	1/3%	1/3%
25 w.p.m. Typing Ability	-----	------	------	------	------	1/3%	3/9%	-----	1/3%	4/12%
Understanding of FCC Rules and Regulations	-----	------	1/3%	------	------	------	3/9%	-----	3/9%	2/6%
Newswriting Ability	1/3%	5/15%	10/29%	2/6%	3/9%	5/15%	3/9%	1/3%	3/9%	-------
Quality of Interviewing Technique	-----	3/9%	2/6%	3/9%	4/12%	3/9%	5/15%	4/12%	3/9%	2/6%
Quality of Production Technique	-----	------	------	-----	1/3%	2/6%	1/3%	2/6%	1/3%	1/3%
Effective Operation of Broadcast Equipment	1/3%	-----	------	------	1/3%	1/3%	1/3%	1/3%	2/6%	4/12%
Depth of Awareness of Competitive Media	-----	------	2/6%	1/3%	1/3%	-----	------	2/6%	3/9%	2/6%
Depth of News Gathering Ability	3/9%	4/12%	2/6%	4/12%	4/12%	3/9%	4/12%	2/6%	5/15%	1/3%
Willingness to Accept Constructive Criticism	1/3%	-----	2/6%	1/3%	2/6%	2/6%	2/6%	5/15%	1/3%	3/9%
Others*	-----	------	1/3%	------	1/3%	-----	-----	-----	------	-------

*Examples of "other" responses listed by managers: ""Knowledge of forst amendment, etc.;" and, "libel and slander laws."

12. Success characteristics for news persons

Number of Respondents: 33(79%) Number of Non-Respondents: 9(21%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	3/9%	5/15%	2/6%	3/9%	2/6%	4/12%	1/3%	5/15%	1/3%	------
Aggressiveness	------	------	3/9%	3/9%	2/6%	4/12%	3/9%	4/12%	2/6%	2/6%
Responsibility/Dependability	11/33%	3/9%	7/21%	4/12%	5/15%	1/3%	------	------	------	------
Initiative/Dedication	------	6/18%	4/12%	6/18%	6/18%	2/6%	2/6%	------	2/6%	------
Quality of On-air Delivery	17/52%	11/33%	2/6%	2/6%	------	------	------	------	1/3%	------
25 w.p.m. Typing Ability	------	------	------	------	------	------	1/3%	1/3%	------	5/15%
Understanding of FCC Rules and Regulations	------	------	------	------	2/6%	4/12%	3/9%	2/6%	7/21%	3/9%
Copywriting Ability	------	------	------	1/3%	3/9%	------	2/6%	3/9%	2/6%	3/9%
Effective Operation of Broadcast Equipment	1/3%	------	5/15%	7/21%	4/12%	3/9%	3/9%	2/6%	2/6%	1/3%
Broadcast Engineering Knowledge	------	------	------	------	------	1/3%	1/3%	1/3%	2/6%	6/18%
Quality of Production Technique	------	5/15%	3/9%	2/6%	4/12%	3/9%	6/18%	3/9%	2/6%	1/3%
Depth of Awareness of Competitive Media	------	------	------	1/3%	1/3%	1/3%	2/6%	2/6%	1/3%	2/6%
Willingness to Accept Constructive Criticism	------	2/6%	6/18%	1/3%	1/3%	6/18%	4/12%	3/9%	3/9%	1/3%
Others*	1/3%	------	------	------	------	------	------	------	------	------

*Examples of "other" responses listed by managers: "preparation."

13. Success characteristics for announcers

Number of Respondents: 32(76%) Number of Non-Respondents: 10(24%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	1/3%	4/13%	6/19%	4/13%	1/3%	2/6%	3/9%	1/3%	3/9%	-------
Aggressiveness	6/19%	9/18%	4/12%	7/22%	2/6%	1/3%	------	------	------	-------
Responsibility/Dependability	5/16%	5/16%	6/19%	6/19%	3/9%	1/3%	1/3%	------	------	1/3%
Initiative/Dedication	9/28%	6/19%	7/22%	3/9%	2/6%	2/6%	1/3%	------	------	-------
Quality of On-air Delivery	-----	-----	-----	-----	-----	-----	-----	-----	------	3/9%
25 w.p.m. Typing Ability	-----	-----	-----	1/3%	-----	-----	1/3%	2/6%	------	2/6%
Understanding FCC and FTC Rules and Regulations	-----	-----	-----	-----	-----	-----	-----	5/16%	3/9%	2/6%
Copywriting Ability	-----	-----	1/3%	2/6%	3/9%	1/3%	4/13%	2/6%	5/16%	3/9%
Effective Operation of Broadcast Equipment	-----	-----	-----	-----	-----	-----	-----	-----	2/6%	2/6%
Quality of Production Technique	-----	-----	-----	-----	1/3%	1/3%	-----	1/3%	1/3%	2/6%
Depth of Awareness of Competitive Media	-----	-----	-----	1/3%	7/22%	-----	5/16%	6/19%	3/9%	2/6%
Willingness to Accept Constructive Criticism	-----	-----	2/6%	1/3%	4/13%	6/19%	3/9%	3/9%	1/3%	2/6%
Creativity of Marketing Strategies and Techniques	8/25%	1/3%	3/9%	2/6%	4/13%	8/25%	3/9%	-----	1/3%	-------
Knowledge of Current Market Techniques	-----	6/19%	2/6%	3/9%	4/13%	2/6%	7/22%	3/9%	2/6%	-------
Others*	3/9%	1/3%	-----	1/3%	-----	-----	-----	1/3%	-----	-------

*Examples of "other" responses listed by managers: "ratings knowledge;" "sales ability;" "sales technique mastery;" and, "creative mind."

14. Success characteristics for sales persons

Number of Non-Respondents: 1(2%)

Number of Respondents: 41(98%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	22/54%	5/12%	2/5%	8/20%	2/5%	-------
News	4/10%	8/20%	18/44%	9/22%	-----	-------
Announcing	6/15%	8/20%	9/22%	14/34%	3/7%	-------
Sales	9/22%	18/44%	8/20%	5/12%	-----	-------
Clerical	------	1/2%	3/7%	2/5%	32/78%	-------
Others*	------	1/2%	-----	-----	-----	-------

*Examples of "other" responses listed by managers: "financial manager."

15. Radio positions most difficult to fill

Number of Non-Respondents: 1(2%)

Number of Respondents: 41(98%).

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	------	2/5%	1/2%	5/12%	26/63%	-------
News	------	10/24%	11/27%	9/22%	2/5%	-------
Announcing	25/61%	11/27%	9/22%	2/5%	-----	-------
Sales	11/27%	10/24%	9/22%	8/20%	-----	-------
Clerical	5/12%	6/15%	12/29%	10/24%	3/7%	-------
Others*	-----	-----	-----	-----	-----	-------

*Examples of "other" responses listed by managers: None

16. Radio positions which must most frequently be filled

APPENDIX G

MAJOR MARKET RESPONSES

MAJOR MARKET RESPONSES

Every major (large) market, commercial radio station in Illinois, Indiana, Iowa, Missouri, and Wisconsin was surveyed (103 stations) and 43 stations returned the survey instrument for a response rate of 42%.

1. The number of years of full time readio station employment in which responding managers were engaged:

   A. Less than 2 years 0
   B. 2 to 5 years 1 (2%)*
   C. 6 to 9 years 7 (16%)
   D. 10 to 15 years 9 (21%)
   E. More than 15 years 26 (60%)

2. Age at which respondents became station/general manager:

   A. Before age 25 4 (9%)
   B. Between 25 and 29 years of age 8 (19%)
   C. Between 30 and 34 years of age 9 (21%)
   D. Between 35 and 39 years of age 10 (23%)
   E. Between 40 and 45 years of age 6 (14%)
   F. Beyond age 45 6 (14%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 9 (21%)
   B. 2 to 5 years 12 (28%)
   C. 6 to 9 years 16 (14%)
   D. 10 to 15 years 16 (14%)
   E. More than 15 years 10 (23%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 24 (56%)
   B. Programming 6 (14%)
   C. Announcing 2 (5%)
   D. Production 0
   E. News 1 (2%)
   F. Engineering 2 (5%)
   G. Bookkeeping and Accounting 2 (5%)
   H. Other (includes combinations of above areas) 6 (14%)

5. Attendance at a college/university:

   A. Attended 40 (93%)
   B. Did not attend 3 (7%)

*The first number is the total number of managers responding as indicated, while the second number is the percentage that numeral represents.

6. Descriptions of responding managers' higher educations:

A. Study in broadcasting but no degree earned 1 (2%)
B. Some college study but no degree earned 7 (16%)
C. Two-year broadcasting degree earned 0
D. Two-year degree earned 1 (2%)
E. Four-year broadcasting degree earned 6 (14%)
F. Four-year degree earned 19 (44%)
G. Graduate degree in broadcasting earned 0
H. Graduate degree earned 3 (7%)
I. Graduate study but no advanced degree earned 4 (9%)
J. No Response 2 (5%)

(74% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your career?

A. Yes 38 (88%)
B. No 6 (7%)
C. No Response 2 (5%)

8. Number of full time employees on staffs of responding station/general managers' radio stations:

A. Fewer than 5 persons 4 (9%)
B. 5 to 13 persons 7 (16%)
C. 14 to 24 persons 12 (28%)
D. 25 to 40 persons 10 (23%)
E. More than 40 persons 10 (23%)

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 1 (2%)
B. Between $151.00 and $200.00 weekly 2 (5%)
C. Between $201.00 and $274.00 weekly 5 (12%)
D. Between $275.00 and $350.00 weekly 7 (16%)
E. Between $351.00 and $424.00 weekly 9 (21%)
F. Between $425.00 and $500.00 weekly 8 (19%)
G. More than $500.00 per week 5 (12%)
H. No Response 6 (14%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 0
B. Between $151.00 and $200.00 weekly 2 (5%)
C. Between $201.00 and $274.00 weekly 11 (26%)
D. Between $275.00 and $350.00 weekly 6 (14%)
E. Between $351.00 and $424.00 weekly 6 (14%)
F. Between $425.00 and $500.00 weekly 3 (7%)
G. More than $500.00 per week 4 (9%)
H. No Response 11 (26%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 1 (2%)
B. Between $151.00 and $200.00 weekly 3 (7%)
C. Between $201.00 and $274.00 weekly 12 (28%)
D. Between $275.00 and $350.00 weekly 6 (14%)
E. Between $351.00 and $424.00 weekly 5 (12%)
F. Between $425.00 and $500.00 weekly 2 (5%)
G. More than $500.00 per week 10 (23%)
H. No Response 4 (9%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 3 (7%)
B. Between $151.00 and $200.00 weekly 2 (5%)
C. Between $201.00 and $274.00 weekly 4 (9%)
D. Between $275.00 and $350.00 weekly 9 (21%)
E. Between $351.00 and $424.00 weekly 2 (5%)
F. Between $425.00 and $500.00 weekly 3 (7%)
G. More than $500.00 per week 11 (26%)
H. No Response 9 (21%)

21. Average monthly commission paid to sales employees:

A. Under $300.00 per month 0
B. Between $300.00 and $500.00 monthly 3 (7%)
C. Between $501.00 and $800.00 monthly 6 (14%)
D. Between $801.00 and $1,500.00 monthly 9 (21%)
E. Between $1,501.00 and $2,500.00 monthly 10 (23%)
F. More than $2,500.00 per month 9 (21%)
G. No Response 6 (14%)

22. Do you give serious consideration to a college degree when hiring radio station personnel?

A. Yes 33 (77%)
B. No 10 (23%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 15 (35%)
B. No 28 (65%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 24 (56%)
B. College Degree in Broadcasting 0
C. Both considered equally 14 (33%)
D. Neither is an important consideration 4 (9%)
E. No Response 1 (2%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Gain experience at a commercial radio station during college.

B. Start working in a small radio market, learn the skills there, and work your way up to a bigger station.

C. Perservere.

D. Specialize in an area of radio as you continue to improve your skills and prepare to move to a larger radio station.

E. Get a broad liberal arts background while in college. Do not major in broadcasting.

F. Be willing to learn while on the job.

G. Gain as much experience as possible in all facets of radio before you choose a specialty area in which to concentrate your efforts.

H. Have a definite career plan with specific goals.

I. Be conscientious.

J. Enroll in marketing courses in college.

K. Study broadcasting and all media in college.

L. Be aggressive.

M. Dedicated individuals go the farthest.

Ordinal Multiple Priority Rankings Converted to Ordinal Single Priority Rankings (Meaned)

9. Entry-level radio skills for news personnel:

Rank	Skills	Mean Value
1	On-air delivery	1.87
2	Newswriting	2.50
3	News gathering	3.33
4	Interviewing technique	3.86
5	Others*	5.50
6	Production technique	5.56
7	Ability to operate broadcast equipment	5.88
8	25 w.p.m. typing proficiency	6.18
9	Understanding of FCC Rules and Regulations	6.52
10	Awareness of competitive media	7.76
11	Knowledge of ratings	9.37

10. Entry-level radio skills for announcing personnel:

Rank	Skills	Mean Value
1	On-air delivery	1.12
2	Production technique	2.87
3	Ability to operate broadcast equipment	2.96
4	Others*	4.33
5	Understanding of FCC Rules and Regulations	4.75
6	Awareness of competitive media	5.45
7	Copywriting	5.88
8	Broadcast engineering	5.91
9	Knowledge ofratings	6.13
10	25 w.p.m. typing proficiency	7.71

11. Entry-level radio skills for sales personnel:

Rank	Skills	Mean Value
1	Marketing technique	1.29
2	Others*	1.50
3	Awareness of competitive media	2.39
4	Copywriting	3.10
5	Understanding of FCC/FTC Rules and Regulations	3.81
6	Production technique	5.06
7	25 w.p.m. typing proficiency	6.38
8	Ability to operate broadcast equipment	6.81
9	On-air delivery	7.43

12. Radio industry characteristics for success or long-term employment of news personnel:

Rank	Characteristics	Mean Value
1	Others*	2.50
2	Responsibility and dependability	2.86
3	Initiative and dedication	3.13
4	Newswriting ability	3.42
5	Quality of on-air delivery	4.20
6	Aggressiveness	4.52
7	Depth of news gathering	5.95
8	Interviewing technique quality	6.12
9	Community involvement	6.44
10	Willingness to accept constructive criticism	6.89
11	Quality of production technique	9.72
12	Ability to operate broadcast equipment effectively	10.33
13	Understanding of FCC Rules and Regulations	10.36
14	Depth of awareness of competitive media	10.72
15	25 w.p.m. typing proficiency	11.06

13. Radio industry characteristics for success or long-term employment of announcing personnel:

Rank	Characteristics	Mean Value
1	Quality of on-air delivery	1.64
2	Responsibility and dependability	3.42
3	Initiative and dedication	4.00
4	Willingness to accept constructive criticism	4.95
5	Quality of production technique	5.63
6	Ability to operate broadcast equipment effectively	5.68
7	Community involvement	6.08
8	Aggressiveness	6.35
9	Understanding of FCC Rules and Regulations	6.95
10	Copywriting ability	8.40
11	Depth of awareness of competitive media	8.60
12	Broadcast engineering knowledge	9.23
13	25 w.p.m. typing proficiency	11.25

14. Radio industry characteristics for success or long-term employment of sales personnel:

Rank	Characteristics	Mean Value
1	Others*	1.00
2	Initiative and Dedication	2.96
3	Aggressiveness	3.18
4	Responsibility and dependability	3.19
5	Creativity of marketing strategies and techniques	3.71
6	Knowledge of current marketing techniques	4.24
7	Depth of awareness of competitive media	5.38
8	Willingness to accept constructive criticism	5.89
9	Community involvement	7.00
10	Copywriting ability	7.73
11	Understanding of FCC & FTC Rules and Regulations	8.53
12	Quality of production technique	10.62
13	25 w.p.m. typing proficiency	12.07
14	Ability to operate broadcast equipment effectively	12.31
15	Quality of on-air delivery	13.00

15. Radio station vocations found most difficult to fill:

Rank	Vocation	Mean Value
1	Other*	1.00
2	Sales	1.73
3	Announcing	2.59
4	Engineering	2.83
5	News	3.12
6	Clerical	4.04

16. Radio station vocations which most frequently must be filled:

Rank	Vocation	Mean Value
1	Other*	2.00
2	Sales	1.61
3	Announcing	2.13
4	Clerical	2.27
5	News	3.50
6	Engineering	4.04

*See individual questions summaries in this section for a listing of specific "other" responses.

Number of Respondents: 32(74%) Number of Non-Respondents: 11(26%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	16/50%	10/31%	1/3%	1/3%	-----	1/3%	1/3%	-----	-----	-----
Newswriting	11/34%	8/25%	6/19%	1/3%	5/16%	1/3%	-----	-----	-----	-----
25 w.p.m. Typing Ability	-----	-----	3/9%	1/3%	3/9%	7/22%	3/9%	1/3%	3/9%	1/3%
Understanding of FCC Rules and Regulations	2/6%	-----	1/3%	2/6%	2/6%	4/13%	4/13%	8/25%	3/9%	1/3%
Operation of Broadcast Equipment	-----	2/6%	1/3%	4/13%	2/6%	5/16%	6/19%	4/13%	-----	1/3%
Knowledge of Ratings	-----	-----	-----	-----	-----	-----	-----	1/3%	10/31%	8/25%
Production Technique	-----	1/3%	2/6%	1/3%	9/28%	4/13%	6/19%	2/6%	-----	-----
Interviewing Technique	-----	3/9%	7/22%	13/41%	4/13%	1/3%	1/3%	-----	-----	-----
Competitive Media Awareness	-----	1/3%	-----	2/6%	1/3%	-----	2/6%	6/19%	4/13%	5/16%
News Gathering Ability	3/9%	7/22%	10/31%	5/16%	1/3%	2/6%	1/3%	-----	1/3%	----
Others*	1/3%	-----	1/3%	-----	-----	1/3%	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "be the best;" "good sense;" "sales;" and, "understand station policy."

9. Entry-level skills for news personnel

Number of Respondents: 34(79%) Number of Non-Respondents: 9(21%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	30/88%	4/12%	-----	-----	-----	-----	-----	-----	-----	-----
Copywriting	-----	-----	2/6%	6/18%	5/15%	1/3%	3/9%	4/12%	3/9%	-----
25 w.p.m. Typing Ability	-----	-----	-----	-----	2/6%	3/9%	2/6%	6/18%	8/24%	-----
Understanding of FCC Rules and Regulations	2/6%	3/9%	3/9%	6/18%	4/12%	3/9%	4/12%	1/3%	2/6%	-----
Operation of Broadcast Equipment	1/3%	11/32%	6/18%	3/9%	3/9%	1/3%	-----	-----	-----	-----
Knowledge of Ratings	-----	-----	2/6%	1/3%	3/9%	7/21%	2/6%	5/15%	3/9%	-----
Broadcast Engineering	-----	-----	4/12%	3/9%	3/9%	3/9%	4/12%	3/9%	3/9%	-----
Production Technique	-----	12/35%	13/38%	3/9%	1/3%	1/3%	-----	-----	-----	-----
Competitive Media Awareness	-----	1/3%	1/3%	6/18%	3/9%	4/12%	5/15%	1/3%	1/3%	-----
Others*	1/3%	1/3%	-----	-----	-----	-----	-----	-----	-----	1/3%

*Examples of "other" responses listed by managers: "intelligence;" "personality and goals;" and, "awareness of market."

10. Entry-level skills for announcers

Number of Respondents: 31(72%) Number of Non-Respondents: 12(28%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	-----	-----	-----	-----	1/3%	3/10%	2/6%	8/26%	2/6%	----
Copywriting	-----	5.16%	9/29%	5/16%	1/3%	-----	-----	-----	-----	----
25 w.p.m. Typing Ability	-----	-----	1/3%	-----	2/6%	6/19%	3/10%	4/13%	-----	-----
Understanding of FCC/FTC Rules and Regulations	2/6%	1/3%	4/13%	9/29%	3/10%	1/3%	1/3%	-----	-----	----
Operation of Broadcast Equipment	-----	-----	-----	1/3%	-----	4/13%	8/26%	2/6%	1/3%	-----
Production Technique	-----	-----	1/3%	4/13%	7/23%	1/3%	1/3%	1/3%	-----	----
Competitive Media Awareness	1/3%	18/58%	7/23%	1/3%	1/3%	-----	-----	-----	-----	----
Marketing Technique	24/77%	5/16%	2/6%	-----	-----	-----	-----	-----	-----	----
Others*	5/16%	2/6%	1/3%	-----	-----	-----	-----	-----	-----	----

*Examples of "other" responses listed by managers: "sales ability;" "ability to sell;" "desire;" "knowledge of ratings;" "understanding the basis of selling;" "aggressiveness;" and, "sales aptitude."

11. Entry-level skills for sales persons

Number of Respondents: 31(72%) Number of Non-Respondents: 12(28%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	1/3%	------	2/6%	5/16%	5/16%	4/13%	2/6%	-----	1/3%	1/3%
Aggressiveness	-----	5/16%	3/10%	4/13%	2/6%	3/10%	1/3%	2/6%	1/3%	-------
Responsibility/Dependability	5/16%	9/29%	4/13%	6/19%	3/10%	1/3%	-----	-----	-------	-------
Initiative/Dedication	6/19%	5/16%	5/16%	2/6%	------	3/10%	1/3%	1/3%	------	-------
Quality of On-air Delivery	6/19%	3/10%	5/16%	1/3%	2/6%	2/6%	1/3%	1/3%	1/3%	-------
25 w.p.m. Typing Ability	-----	------	------	------	------	------	2/6%	1/3%	2/6%	1/3%
Understanding of FCC Rules and Regulations	2/6%	------	------	------	------	------	------	------	4/13%	1/3%
Newswriting Ability	2/6%	7/13%	1/3%	6/19%	4/13%	4/13%	2/6%	------	------	-------
Quality of Interviewing Technique	1/3%	2/6%	2/6%	1/3%	5/16%	2/6%	6/19%	2/6%	-----	1/3%
Quality of Production Technique	-----	------	------	------	------	1/3%	2/6%	4/13%	2/6%	2/6%
Effective Operation of Broadcast Equipment	-----	------	------	------	------	------	2/6%	4/13%	2/6%	5/16%
Depth of Awareness of Competitive Media	-----	------	------	------	1/3%	1/3%	1/3%	1/3%	2/6%	2/6%
Depth of News Gathering Ability	3/10%	-----	4/13%	2/6%	2/6%	1/3%	1/3%	2/6%	3/10%	2/6%
Willingness to Accept Constructive Criticism	4/13%	-----	2/6%	1/3%	2/6%	1/3%	1/3%	-----	------	3/10%
Others*	-----	1/3%	1/3%	-----	------	------	------	------	------	-------

*Examples of "other" responses listed by managers: "understanding of news involvement;" and, "legal, libel knowledge, etc."

12. Success characteristics for news persons

Number of Respondents: 31(72%) Number of Non-Respondents: 12(28%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th,	10th
Community Involvement	1/3%	3/10%	2/6%	5/16%	2/6%	1/3%	1/3%	2/6%	1/3%	2/6%
Aggressiveness	-----	1/3%	4/13%	1/3%	5/16%	3/10%	-----	1/3%	2/6%	2/6%
Responsibility/Dependability	3/10%	6/19%	6/19%	6/19%	1/3%	3/10%	-----	-----	1/3%	-----
Initiative/Dedication	2/6%	7/23%	4/13%	3/10%	3/10%	1/3%	5/16%	1/3%	-----	-----
Quality of On-air Delivery	17/55%	6/19%	4/13%	-----	1/3%	-----	-----	-----	-----	-----
25 w.p.m. Typing Ability	-----	-----	-----	-----	1/3%	-----	-----	1/3%	1/3%	1/3%
Understanding of FCC Rules and Regulations	3/10%	-----	-----	2/6%	-----	4/13%	3/10%	3/10%	2/6%	2/6%
Copywriting Ability	-----	1/3%	1/3%	-----	1/3%	1/3%	2/6%	2/6%	1/3%	1/3%
Effective Operation of Broadcast Equipment	-----	2/6%	3/10%	3/10%	2/6%	2/6%	2/6%	-----	3/10%	2/6%
Broadcast Engineering Knowledge	-----	-----	1/3%	-----	1/3%	----	3/10%	----	2/6%	4/13%
Quality of Production Technique	-----	2/6%	2/6%	4/13%	4/13%	3/10%	1/3%	5/16%	1/3%	1/3%
Depth of Awareness of Competitive Media	-----	-----	-----	1/3%	2/6%	1/3%	2/6%	2/6%	2/6%	1/3%
Willingness to Accept Constructive Criticism	4/13%	2/6%	3/10%	3/10%	2/6%	2/6%	1/3%	1/3%	2/6%	-----
Others*	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: None

13. Success characteristics for announcers

Number of Respondents: 30(70%) Number of Non-Respondents: 13(30%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	1/3%	-----	-----	3/10%	1/3%	4/13%	3/10%	2/7%	5/17%	3/10%
Aggressiveness	3/10%	8/27%	10/33%	1/3%	3/10%	1/3%	1/3%	1/3%	-----	-----
Responsibility/Dependability	4/13%	7/23%	5/16%	5/16%	2/7%	2/7%	-----	1/3%	-----	-----
Initiative/Dedication	9/30%	3/10%	5/17%	3/10%	4/13%	-----	1/3%	1/3%	-----	-----
Quality of On-air Delivery	-----	-----	-----	-----	-----	-----	-----	-----	-----	1/3%
25 w.p.m. Typing Ability	-----	-----	-----	-----	-----	-----	-----	-----	1/3%	-----
Understanding FCC and FTC Rules and Regulations	1/3%	1/3%	-----	-----	2/7%	-----	1/3%	2/7%	1/3%	5/17%
Copywriting Ability	-----	-----	-----	4/13%	----	1/3%	-----	3/10%	3/10%	3/10%
Effective Operation of Broadcast Equipment	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Quality of Production Technique	-----	-----	-----	-----	-----	-----	-----	1/3%	4/13%	-----
Depth of Awareness of Competitive Media	1/3%	-----	3/10%	5/17%	3/10%	5/17%	4/13%	2/7%	-----	1/3%
Willingness to Accept Constructive Criticism	----	1/3%	1/3%	4/13%	4/13%	1/3%	3/10%	3/10%	-----	2/7%
Creativity of Marketing Strategies and Techniques	5/17%	7/23%	2/7%	1/3%	6/20%	5/17%	1/3%	1/3%	-----	-----
Knowledge of Current Market Techniques	4/13%	4/13%	2/7%	3/10%	4/13%	2/7%	5/17%	-----	1/3%	-----
Others*	2/7%	-----	-----	-----	-----	-----	-----	-----	-----	-----

*Examples of "other" responses listed by managers: "sales aptitude;" and, "ability to meet sales quotas."

14. Success characteristics for sales personnel

Number of Non-Respondents: 8(19%)

Number of Respondents: 35(81%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	9/26%	3/9%	5/14%	12/34%	2/6%	-------
News	------	7/20%	10/29%	6/17%	2/6%	------
Announcing	4/11%	10/29%	10/29%	4/16%	1/3%	-------
Sales	18/51%	8/29%	3/9%	3/9%	------	-------
Clerical	3/9%	3/9%	1/3%	2/6%	17/49%	-------
Others*	1/3%	------	------	------	------	-------

*Examples of "other" responses listed by managers: "combo announcer/engineer with FCC First Class license;" and, "good, good secretaries are difficult to locate."

15. Radio Positions most difficult to fill

Number of Non-Respondents: 7(16%)

Number of Respondents: 36(84%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	2/6%	3/8%	2/6%	3/8%	13/36%	-------
News	1/3%	2/6%	5/14%	10/28%	2/6%	-------
Announcing	8/22%	8/22%	9/25%	1/3%	------	-------
Sales	15/42%	10/28%	2/6%	1/3%	------	-------
Clerical	12/33%	3/8%	4/11%	6/17%	1/3%	-------
Others*	1/3%	------	------	------	------	-------

*Examples of "other" responses listed by managers: "very small turnover."

16. Radio station positions most frequently filled

APPENDIX H

TOTAL SURVEY RESPONSES

TOTAL SURVEY (ALL MARKETS) RESPONSES

Every commercial radio station in Illinois, Indiana, Iowa, Missouri and Wisconsin was surveyed (697 stations) and 375 stations returned the survey instrument for a response rate of 54%.*

1. The number of years of full time radio station employment in which responding managers were engaged:

   A. Less than 2 years 3 (1%)**
   B. 2 to 5 years 33 (9%)
   C. 6 to 9 years 46 (12%)
   D. 10 to 15 years 75 (20%)
   E. More than 15 years 218 (58%)

2. Age at which respondents became station/general manager:

   A. Before age 25 46 (12%)
   B. Between 25 and 29 years of age 106 (28%)
   C. Between 30 and 34 years of age 88 (24%)
   D. Between 35 and 39 years of age 66 (18%)
   E. Between 40 and 45 years of age 39 (10%)
   F. Beyond age 45 30 (8%)

3. Length of time respondents have been a station/general manager:

   A. Less than 2 years 76 (20%)
   B. 2 to 5 years 88 (24%)
   C. 6 to 9 years 65 (17%)
   D. 10 to 15 years 58 (15%)
   E. More than 15 years (24%)

4. Respondents primary area of radio experience, prior to becoming a station/general manager:

   A. Sales 149 (40%)
   B. Programming 48 (13%)
   C. Announcing 17 (4%)
   D. Production 3 (1%)
   E. News 17 (4%)
   F. Engineering 19 (5%)
   G. Bookkeeping and Accounting 10 (3%)
   H. Other (includes combinations of above areas) 109 (29%)
   I. No Response 3 (1%)

5. Attendance at a college/university:

   A. Attended 304 (81%)
   B. Did not attend 71 (19%)

*AM and FM stations, owned by the same company and operated under the direction of the same station/general manager, were counted as only one station for this survey.

**The first number is the total number of managers responding as indicated in each question, while the second number is the percentage that numeral represents of the total respondents.

6. Descriptions of responding managers' higher educations:

A. Study in broadcasting but no degree earned 24 (6%)
B. Some college study but no degree earned 69 (19%)
C. Two-year broadcasting degree earned 4 (1%)
D. Two-year degree earned 9 (2%)
E. Four-year broadcasting degree earned 44 (12%)
F. Four-year degree earned 109 (29%)
G. Graduate degree in broadcasting earned 7 (2%)
H. Graduate degree earned 19 (5%)
I. Graduate study but no advanced degree earned 19 (5%)
J. No Response 71 (19%)

(53% of responding managers with a college or university education have a bachelor's degree or better.)

7. Did your college education benefit your career?

A. Yes 255 (68%)
B. No 47 (13%)
C. No Response 73 (19%)

8. Number of full time employees on staffs of responding station/general managers' radio stations:

A. Fewer than 5 persons 17 (4%)
B. 5 to 13 persons 175 (47%)
C. 14 to 24 persons 112 (30%)
D. 25 to 40 persons 51 (14%)
E. More than 40 persons 17 (4%)
F. No Response 3 (1%)

Questions 9 through 16 are summarized in following pages.

17. Average weekly salaries for engineering employees:

A. Under $150.00 per week 47 (13%)
B. Between $151.00 and $200.00 weekly 54 (14%)
C. Between $201.00 and $274.00 weekly 86 (23%)
D. Between $275.00 and $350.00 weekly 80 (21%)
E. Between $351.00 and $424.00 weekly 33 (9%)
F. Between $425.00 and $500.00 weekly 13 (3%)
G. More than $500.00 per week 7 (2%)
H. No Response 55 (15%)

18. Average weekly salaries for news employees:

A. Under $150.00 per week 27 (7%)
B. Between $151.00 and $200.00 weekly 111 (30%)
C. Between $201.00 and $274.00 weekly 142 (38%)
D. Between $275.00 and $350.00 weekly 38 (10%)
E. Between $351.00 and $424.00 weekly 15 (4%)
F. Between $425.00 and $500.00 weekly 4 (1%)
G. More than $500.00 per week 4 (1%)
H. No Response 34 (9%)

19. Average weekly salaries for announcing employees:

A. Under $150.00 per week 24 (6%)
B. Between $151.00 and $200.00 weekly 144 (38%)
C. Between $201.00 and $274.00 weekly 130 (35%)
D. Between $275.00 and $350.00 weekly 29 (8%)
E. Between $351.00 and $424.00 weekly 11 (3%)
F. Between $425.00 and $500.00 weekly 3 (1%)
G. More than $500.00 per week 10 (3%)
H. No Response 24 (6%)

20. Average weekly salaries for sales employees (not including commission):

A. Under $150.00 per week 69 (18%)
B. Between $151.00 and $200.00 weekly 86 (23%)
C. Between $201.00 and $274.00 weekly 62 (17%)
D. Between $275.00 and $350.00 weekly 40 (11%)
E. Between $351.00 and $424.00 weekly 13 (3%)
F. Between $425.00 and $500.00 weekly 7 (2%)
G. More than $500.00 per week 18 (5%)
H. No Response 80 (21%)

21. Average monthly commission paid to sales employees:

A. Under $300.00 per month 29 (7%)
B. Between $300.00 and $500.00 monthly 62 (17%)
C. Between $501.00 and $800.00 monthly 68 (19%)
D. Between $801.00 and $1,500.00 monthly 104 (28%)
E. Between $1,501.00 and $2,500.00 monthly 59 (16%)
F. More than $2,500.00 per month 18 (5%)
G. No Response 35 (9%)

22. Do you give serious consideration to a college degree when hiring radio station personnel?

A. Yes 218 (58%)
B. No 145 (39%)
C. No Response 12 (3%)

23. Do you give more consideration to a college degree in radio and television than a college degree in some other area when hiring radio station personnel?

A. Yes 163 (44%)
B. No 204 (54%)
C. No Response 8 (2%)

24. Which is given the greatest consideration when hiring radio station personnel?

A. Professional Broadcast Experience 218 (58%)
B. College Broadcasting Degree 3 (1%)
C. Both considered equally 119 (32%)
D. Neither is an important consideration 25 (6%)
E. No Response 10 (3%)

25. What is the one piece of advice you would give a person who is interested in succeeding in radio today?

Themes from Managers' Responses

A. Be willing to accept constructive criticism.

B. Gain experience at a commercial radio station.

C. Learn and gain experience in a small radio station, improve your skills, and prepare to move to a larger radio station.

D. Specialize in some area of radio, if your plans include a desire to work in a major market radio station.

E. Set career goals and develop a plan to achieve them.

F. Always desire to learn more.

G. Always try to cooperate with co-workers.

H. Get a liberal arts degree in college with concentrations in marketing or business and broadcasting.

I. Gain understanding of radio through experience in many facets/aspects of radio beginning in a small station.

J. Get a college education.

Oridinal Multiple Priority Rankings Converted to Ordinal Single Priority Rankings (Meaned)

9. Entry-level radio skills for news personnel:

Rank	Skills	Mean Value
1	On-air delivery	1.33
2	Newswriting	2.42
3	Others*	2.77
4	News gathering	2.83
5	Interviewing technique	4.59
6	Ability to operate broadcast equipment	5.95
7	25 w.p.m. typing proficiency	6.09
8	Production technique	6.26
9	Understanding of FCC Rules and Regulations	6.96
10	Awareness of competitive media	7.86
11	Knowledge of ratings	9.49

10. Entry-level radio skills for announcing personnel:

Rank	Skills	Mean Value
1	On-air delivery	1.20
2	Ability to operate broadcast equipment	2.84
3	Others*	2.9
4	Production technique	3.19
5	Copywriting	4.19
6	Understanding of FCC Rules and Regulations	4.39
7	Awareness of competitive media	5.18
8	Broadcast engineering	6.56
9	Knowledge of ratings	7.25
10	25 w.p.m. typing proficiency	8.32

11. Entry-level radio skills for sales personnel:

Rank	Skills	Mean Value
1	Marketing technique	1.59
2	Others*	1.6
3	Awareness of competitive media	2.91
4	Copywriting	3.55
5	Production technique	5.26
6	Understanding FCC/FTC Rules and Regulations	5.35
7	25 w.p.m. typing proficiency	5.72
8	Ability to operate broadcast equipment	6.69
9	On-air delivery	8.2

12. Radio industry characteristics for success or long-term employment of news personnel:

Rank	Characteristics	Mean Value
1	Others*	2.81
2	Responsibility and dependability	2.93
3	Initiative and dedication	3.68
4	Newswriting ability	4.52
5	Quality of on-air delivery	4.63
6	Aggressiveness	5.17
7	Depth of news gathering	5.54
8	Community involvement	5.8
9	Willingness to accept constructive criticism	6.92
10	Interviewing technique quality	7.09
11	Understanding of FCC Rules and Regulations	9.0
12	25 w.p.m. typing proficiency	9.1
13	Ability to operate broadcast equipment effectively	9.18
14	Depth of awareness of competitive media	9.27
15	Quality of production technique	9.42

13. Radio industry characteristics for success or long-term employment of announcing personnel:

Rank	Characteristics	Mean Value
1	Quality of on-air delivery	2.31
2	Responsibility and dependability	2.88
3	Initiative and dedication	3.92
4	Others*	4.88
5	Quality of production technique	5.27
6	Ability to operate broadcast equipment effectively	5.34
7	Willingness to accept constructive criticism	5.84
8	Community involvement	6.34
9	Aggressiveness	7.10
10	Understanding of FCC Rules and Regulations	7.79
11	Copywriting ability	8.81
12	Broadcast engineering knowledge	9.02
13	Depth of awareness of competitive media	9.47

14. Radio industry characteristics for success or long-term employment of sales personnel:

Rank	Characteristics	Mean Value
1	Others*	2.00
2	Responsibility and dependability	3.18
3	Initiative and dedication	3.25
4	Aggressiveness	3.26
5	Creativity of marketing strategies and techniques	4.14
6	Knowledge of current marketing techniques	4.47
7	Community involvement	5.31
8	Depth of awareness of competitive media	6.25
9	Willingness to accept constructive criticism	6.71
10	Copywriting ability	7.55
11	Understanding of FCC/FTC Rules and Regulations	8.96
12	Quality of production technique	9.5
13	25 w.p.m. typing proficiency	9.6
14	Quality of on-air delivery	10.15
15	Ability to operate broadcast equipment effectively	10.59

15. Radio station vocations found most difficult to fill:

Rank	Vocation	Mean Value
1	Sales	1.75
2	Other*	2.00
3	Engineering	2.38
4	News	2.75
5	Announcing	3.18
6	Clerical	4.61

16 Radio station vocations which most frequently must be filled:

Rank	Vocation	Mean Value
1	Other*	1.00
2	Announcing	1.63
3	Sales	2.27
4	News	3.00
5	Clerical	3.35
6	Engineering	4.37

*See individual question summaries in this section for a listing of specific "other" responses.

14. Radio industry characteristics for success or long-term employment of sales personnel:

Rank	Characteristics	Mean Value
1	Others*	2.00
2	Responsibility and dependability	3.18
3	Initiative and dedication	3.25
4	Aggressiveness	3.26
5	Creativity of marketing strategies and techniques	4.14
6	Knowledge of current marketing techniques	4.47
7	Community involvement	5.31
8	Depth of awareness of competitive media	6.25
9	Willingness to accept constructive criticism	6.71
10	Copywriting ability	7.55
11	Understanding of FCC/FTC Rules and Regulations	8.96
12	Quality of production technique	9.5
13	25 w.p.m. typing proficiency	9.6
14	Quality of on-air delivery	10.15
15	Ability to operate broadcast equipment effectively	10.59

15. Radio station vocations found most difficult to fill:

Rank	Vocation	Mean Value
1	Sales	1.75
2	Other*	2.00
3	Engineering	2.38
4	News	2.75
5	Announcing	3.18
6	Clerical	4.61

16 Radio station vocations which most frequently must be filled:

Rank	Vocation	Mean Value
1	Other*	1.00
2	Announcing	1.63
3	Sales	2.27
4	News	3.00
5	Clerical	3.35
6	Engineering	4.37

*See individual question summaries in this section for a listing of specific "other" responses.

Number of Respondents: 325(87%) Number of Non-Respondents: 50(13%)

Statement of Entry-Level Skills News Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	120/32%	63/16%	83/22%	36/10%	11/3%	5/2%	3/1%	1/.3%	----	-----
Newswriting	74/20%	130/35%	78/20%	19/5%	16/4%	6/2%	2/.7%	-----	2/.7%	----
25 w.p.m. Typing Ability	3/1%	9/3%	18/5%	36/10%	42/11%	48/13%	43/11%	34/9%	27/7%	12/3%
Understanding of FCC Rules and Regulations	8/2%	4/1%	7/2%	17/5%	35/9%	35/9%	41/11%	67/18%	48/13%	24/6%
Operation of Broadcast Equipment	5/2%	17/5%	18/5%	22/6%	37/10%	65/17%	62/17%	37/10%	18/5%	6/2%
Knowledge of Ratings	-----	-----	2/.7%	2/.7%	1/.3%	3/1%	3/1%	12/3%	62/17%	136/36%
Production Technique	-----	6/2%	8/2%	19/5%	67/18%	51/14%	65/17%	40/11%	14/4%	9/3%
Interviewing Technique	2/.7%	24/6%	38/10%	108/29%	64/17%	33/9%	21/6%	10/3%	6/2%	2/.7%
Competitive Media Awareness	1/.3%	2/.7%	5/2%	11/3%	12/3%	25/7%	33/9%	56/15%	72/19%	41/11%
News Gathering Ability	98/26%	62/17%	62/17%	39/10%	23/6%	15/4%	8/2%	5/2%	2/.7%	1/.3%
Others*	25/7%	5/2%	5/2%	2/.7%	-----	-----	1/.3%	2/.7%	----	1/.3%

*Examples of "other" responses listed by managers: "be the best;" "good sense;" "sales;" "understand station policy;" "a person who reads;" "knowledge of slander, fairness guidelines;" "knowledge of government;" "desire to improve;" "ability to deal with people;" "ability to think clearly under pressure;" "business appreciation;" "dependability;" "awareness of the law;" "common sense;" "integrity;" "local community awareness;" "ability to write;" "ability to take constructive criticism;" and, "reading ability."

9. Entry-level skills for news persons

Number of Respondents: 326(87%) Number of Non-Respondents: 49(13%)

Statement of Entry-Level Skills Announcing Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	273/84%	31/10%	13/4%	------	------	------	------	------	------	1/.3%
Copywriting	2/.7	10/3%	22/7%	47/14%	48/15%	44/13%	36/11%	37/11%	21/6%	------
25 w.p.m. Typing Ability	------	------	7/2%	15/5%	38/12%	38/12%	42/13%	52/16%	56/17%	9/3%
Understanding of FCC Rules and Regulations	7/2%	24/7%	42/13%	73/22%	64/20%	27/8%	29/9%	14/4%	10/3%	1/.3%
Operation of Broadcast Equipment	12/4%	141/43%	80/25%	35/11%	13/4%	11/3%	6/2%	------	------	------
Knowledge of Ratings	1/.3%	4/1%	5/2%	9/3%	23/7%	38/12%	36/11%	53/16%	66/20%	12/4%
Broadcast Engineering	------	2/.7%	8/2%	28/9%	36/11%	42/13%	48/15%	42/13%	42/13%	2/.7%
Production Technique	2/.7%	93/19%	133/41%	44/13%	21/6%	7/2%	5/2%	5/2%	------	1/.3%
Competitive Media Awareness	2/.7%	6/2%	4/1%	33/10%	44/13%	44/13%	47/14%	36/11%	32/10%	4/2%
Others*	22/7%	8/2%	3/1%	5/2%	2/.7%	4/2%	------	1/.3%	1/.3%	5/2%

*Examples of "other" responses listed by managers: "production delivery;" "reading ability;" "willingness to learn;" "flexibility;" "interpersonal communication skills;" "self-motivation;" "preparation of show;" "ability to accept direction and criticism;" "interest in people;" "basic liberal arts skills;" "intelligence;" "personality and goals;" and, "awareness of market."

10. Entry-level skills for announcers

Number of Respondents: 317(85%) Number of Non-Respondents: 58(15%)

Statement of Entry Level Skills Sales Personnel	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
On-air Delivery	1/.3%	1/.3%	5/2%	11/3%	26/8%	37/12%	35/11%	62/20%	17/5%	6/2%
Copywriting	13/4%	49/15%	83/26%	50/16%	33/10%	9/3%	14/4%	2/.7%	1/.3%	----
25 w.p.m. Typing Ability	3/1%	6/2%	21/7%	35/11%	36/11%	37/12%	35/11%	40/13%	9/3%	1/.3%
Understanding of FCC/FTC Rules and Regulations	5/2%	8/3%	46/15%	43/14%	36/11%	42/13%	29/9%	30/9%	12/4%	5/2%
Operation of Broadcast Equipment	----	----	1/.3%	14/4%	18/6%	45/14%	60/19%	35/11%	14/4%	1/.3%
Production Technique	2/.7%	8/3%	21/7%	42/13%	56/18%	35/11%	26/8%	16/5%	7/2%	1/.3%
Competitive Media Awareness	20/6%	131/41%	63/20%	42/13%	15/5%	7/2%	4/2%	2/.7%	3/1%	----
Marketing Technique	191/60%	71/22%	21/7%	7/2%	3/1%	5/2%	----	1/.3%	----	----
Others*	79/25%	27/9%	13/4%	5/2%	2/.7%	----	----	----	----	----

*Examples of "other" responses listed by managers: "sales ability;" "ability to sell;" "desire;" "knowledge of ratings;" "understanding the basis of selling;" "aggressiveness;" "sales aptitude;" "self-motivated;" "sales closing ability;" "ambition and hustle;" "personality;" "ability to think creatively;" "ability to listen;" "willingness to learn about business;" "marketing knowledge;" "ability to know people and listen;" "salesmanship;" "imagination;" "creativity;" and, "sales experience."

11. Entry-level skills for sales persons

269

Number of Respondents: 300(80%) Number of Non-Respondents: 75(20%)

Statements of Characteristics for Success (Long-Term Employment) News Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	21/7%	16/5%	21/7%	36/12%	35/12%	22/7%	18/6%	23/8%	18/6%	13/4%
Aggressiveness	17/6%	31/10%	42/14%	39/13%	21/7%	20/7%	22/7%	20/7%	16/5%	8/3%
Responsibility/Dependability	101/34%	68/23%	30/10%	33/11%	23/8%	16/5%	4/1%	14/5%	3/1%	3/1%
Initiative/Dedication	53/18%	36/12%	36/12%	33/11%	27/9%	23/8%	8/3%	6/2%	4/1%	4/1%
Quality of On-air Delivery	40/13%	31/10%	33/11%	34/11%	32/11%	35/12%	18/6%	15/5%	16/5%	4/2%
25 w.p.m. Typing Ability	-----	-----	2/.7%	3/1%	5/2%	18/6%	17/6%	14/5%	28/9%	36/12%
Understanding of FCC Rules and Regulations	4/1%	1/.3%	3/1%	3/1%	8/3%	9/3%	14/5%	7/2%	19/6%	22/7%
Newswriting Ability	17/6%	43/14%	46/15%	35/12%	46/15%	42/14%	21/7%	21/7%	7/2%	3/1%
Quality of Interviewing Technique	1/.3%	10/3%	12/4%	25/8%	26/9%	22/7%	43/14%	32/11%	30/10%	19/6%
Quality of Production Technique	-----	-----	2/.7%	2/.7%	5/2%	12/4%	14/5%	21/7%	23/8%	24/8%
Effective Operation of Broadcast Equipment	1/.3%	1/.3%	2/.7%	4/2%	11/4%	6/2%	11/4%	25/8%	18/6%	36/12%
Depth of Awareness of Competitive Media	-----	2/.7%	5/2%	3/1%	6/2%	10/3%	9/3%	11/4%	17/6%	21/7%
Depth of News Gathering Ability	29/10%	23/8%	26/9%	27/9%	29/10%	21/7%	23/8%	24/8%	21/7%	13/4%
Willingness to Accept Constructive Criticism	14/5%	19/6%	29/10%	19/6%	13/4%	20/7%	24/8%	21/7%	17/6%	32/11%
Others*	6/2%	2/.7%	3/1%	2/.7%	2/.7%	-----	-----	1/.3%	-----	-----

*Examples of "other" responses listed by managers: "credibility of presentation;" "honesty;" "ability to work effectively under pressure;" "legal system knowledge;" "understanding of the business world;" "positive attitude;" "knowledge of the first amendment, etc;" "libel and slander laws;" "understanding of news involvement;" and, "legal, libel knowledge, etc."

12. Success characteristics for news persons

Number of Respondents: 299(80%) Number of Non-Respondents: 76(20%)

Statements of Characteristics for Success (Long-Term Employment) Announcing	Priority Rankings of Managers 1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	10/3%	14/5%	20/7%	37/12%	19/6%	34/11%	24/8%	29/10%	28/9%	8/3%
Aggressiveness	3/1%	10/3%	19/6%	18/6%	20/7%	25/8%	32/11%	23/8%	26/9%	20/7%
Responsibility/Dependability	80/27%	63/21%	50/17%	49/16%	29/10%	6/2%	5/2%	2/.7%	2/.7%	2/.7%
Initiative/Dedication	32/11%	59/20%	48/16%	29/10%	32/11%	27/9%	23/8%	8/3%	3/1%	3/1%
Quality of On-air Delivery	149/50%	52/17%	45/15%	20/7%	12/4%	25/8%	3/1%	1/.3%	2/.7%	------
25 w.p.m. Typing Ability	------	4/1%	-----	1/.3%	3/1%	4/1%	3/1%	15/5%	11/4%	21/7%
Understanding of FCC Rules and Regulations	5/2%	3/1%	7/2%	15/5%	18/6%	23/8%	18/6%	31/10%	28/9%	27/9%
Copywriting Ability	------	4/1%	6/2%	7/2%	6/2%	9/3%	20/7%	25/8%	32/11%	23/8%
Effective Operation of Broadcast Equipment	4/1%	28/9%	29/10%	47/16%	35/12%	26/9%	30/10%	17/6%	23/8%	6/2%
Broadcast Engineering Knowledge	2/.7%	3/1%	6/2%	5/2%	6/2%	9/3%	14/5%	17/6%	17/6%	32/11%
Quality of Production Technique	1/.3%	33/11%	33/11%	36/12%	46/15%	35/12%	22/7%	19/6%	11/4%	10/3%
Depth of Awareness of Competitive Media	1/.3%	------	2/.7%	2/.7%	8/3%	8/3%	12/4%	23/8%	18/6%	28/9%
Willingness to Accept Constructive Criticism	10/3%	18/6%	31/10%	28/9%	37/12%	46/15%	22/7%	17/6%	15/5%	18/6%
Others*	2/.7%	------	1/.3%	2/.7%	1/.3%	2/.7%	1/.3%	-----	-----	------

*Examples of "other" responses listed by managers: "preparation;" "ability to relate to listener;" "personality;" "positive attitude;" and, "getting along with others."

Number of Respondents: 295(79%) Number of Non-Respondents: 80(21%)

Statements of Characteristics for Success (Long-Term Employment) Sales Personnel	Priority Rankings by Managers									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
Community Involvement	10/3%	21/7%	22/7%	56/19%	18/6%	28/9%	32/11%	22/7%	23/8%	6/2%
Aggressiveness	63/21%	61/21%	55/19%	28/9%	26/9%	15/5%	6/2%	5/2%	6/2%	1/.3%
Responsibility/Dependability	52/18%	74/15%	54/18%	40/14%	27/9%	18/6%	7/2%	6/2%	-------	1/.3%
Initiative/Dedication	65/22%	51/17%	51/17%	37/13%	42/15%	17/6%	8/3%	4/1%	1/.3%	2/.7%
Quality of On-air Delivery	----------	----------	1/.3%	1/.3%	2/.7%	4/1%	5/2%	4/1%	1/.3%	2/.7%
25 w.p.m. Typing Ability	----------	----------	----------	3/1%	5/2%	6/2%	8/3%	12/4%	15/5%	31/11%
Understanding FCC and FTC Rules and Regulations	2/.7%	1/.3%	3/1%	5/2%	8/3%	5/2%	9/3%	13/4%	18/6%	28/9%
Copywriting Ability	-----	1/.3%	8/3%	15/5%	17/6%	24/8%	32/11%	30/10%	40/14%	22/7%
Effective Operation of Broadcast Equipment	----------	----------	----------	1/.3%	-----	1/.3%	3/1%	11/4%	10/3%	18/6%
Quality of Production Technique	-----	1/.3%	1/.7%	1/.3%	3/1%	8/3%	8/3%	14/5%	22/7%	24/8%
Depth of Awareness of Competitive Media	4/1%	1/.3%	19/6%	19/6%	28/9%	27/9%	36/12%	38/13%	17/6%	18/6%
Willingness to Accept Constructive Criticism	2/.7%	3/1%	18/6%	23/8%	26/9%	30/10%	34/12%	29/10%	21/7%	21/7%
Creativity of Marketing Strategies and Techniques	50/17%	33/11%	35/12%	28/9%	40/14%	40/14%	15/5%	18/6%	5/2%	1/.3%
Knowledge of Current Market Techniques	30/10%	37/13%	11/4%	35/12%	44/15%	28/9%	30/10%	10/3%	19/6%	3/1%
Others*	16/5%	3/1%	1/.3%	3/1%	1/.3%	----------	----------	1/.3%	----------	----------

*Examples of "other" responses listed by managers: "proven sales success;" "aggressiveness;" "salesmanship;" "ability to sell;" "natural sales ability;" "understanding retail business;" "collection skills;" "ratings knowledge;" "sales ability;" "sales technique mastery;" "creative mind;" "sales aptitude;" and, "ability to meet sales quotas."

Number of Non-Respondents: 36(10%)

Number of Respondents: 339(90%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	7/2%	14/4%	22/6%	69/20%	182/54%	------
News	13/4%	79/23%	112/33%	72/21%	17/5%	-------
Announcing	174/51%	103/30%	30/9%	10/3%	2/.7%	-------
Sales	111/33%	74/22%	68/20%	47/14%	11/3%	-------
Clerical	32/9%	48/14%	66/19%	93/27%	63/19%	------
Others*	3/1%	------	------	------	------	------

*Examples of "other" responses listed by managers: "combo announcer with FCC First Class license;" "good, good secretaries are difficult to locate;" and, "financial manager."

15. Radio positions most difficult to fill

Number of Non-Respondents: 28(7%)

Number of Respondents: 347(93%)

Radio Station Vocations	Priority Rankings by Managers 1st	2nd	3rd	4th	5th	6th
Engineering	106/31%	68/20%	34/10%	65/19%	26/7%	-------
News	25/7%	93/27%	150/43%	48/14%	8/2%	-------
Announcing	27/8%	58/17%	90/26%	111/32%	27/8%	2/.7%
Sales	185/53%	81/23%	33/10%	23/7%	8/2%	-------
Clerical	4/1%	11/3%	13/4%	46/13%	233/67%	2/.7%
Others*	3/1%	2/.7%	------	------	1/.3%	-------

*Examples of "other" responses listed by managers: "very small turnover;" "management;" "copywriters;" and, "very little turnover."

16. Radio positions most frequently filled